

DELINEATING KNOWLEDGE MANAGEMENT IN ALLIANCE TO ITS PRACTICES: A REVIEW

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Abstract *Increasing competition creates a concern for the organisations to enhance their effectiveness and make proactive approaches for their system. Today, among the modest resources knowledge management seems to lead with a difference in act to manage the knowledge flowing within and outside the organisation. The management of knowledge pursues the way of knowledge management practices. These practices talk about processes of knowledge management used by an organisation for the identification or acquisition of knowledge sharing and creation, codification, storage and retrieve, and apply or utilise. The objective of this study is to elaborate the facts and finding allied with practices of knowledge management through its review. The study mainly highlights the role of knowledge management practices in order to enhance organisation's competitiveness. A literature in lieu of the drive to explore the types of knowledge management practices has been reviewed. Concepts and studies connecting different aspects of the subject i.e. knowledge management and its practices in relation to organisational competitive strength*

Keywords: *Knowledge, Knowledge Management, Organisations, Competition, Literature Review, Practices*

INTRODUCTION

Knowledge when it is effectively used and managed turns out to be profuse basis in order to reduce costs for the organisations. Nowadays, organisations are continuously making efforts to reuse the available data because it is a more systematic reuse of knowledge which in turn will show extensive cost benefits immediately. Knowledge management is providing the essentially about getting the right knowledge to the right person at the right time. While designing KM practices for any organisation it becomes very important to know through which knowledge it is getting influenced at the most. Aligning with concept of knowledge there is a need to determine organisation's goal through KM practices. Organisational culture, strategies, structure, policies, processes, and competition have to be recollected while conceptualising KM practices. For an effective implementation of knowledge management system, the organisations should make and reward the acquisition, creation, sharing, and reuse of information. In addition to this, organisations can also implement a suitable training methodology and lay into practice to develop and embolden team working at all levels in the organisation.

These circumstances can make an individual to perform in a more flexible role in business operations and become enablers rather than controllers as a result of varying roles of business. In concern with the present research work, knowledge management practices conquer to the value attained from the scale which is signified to measures the knowledge management practices evaluated by employees working in service sector of Indian organisations. Knowledge management practices in organisations commonly are classified into knowledge organising, acquisition, knowledge sharing and creation, and knowledge re-use. The present study has used five knowledge management practices which are further oppressed to measure status of knowledge management in Indian organisations.

Organising knowledge practice deals with the outline of knowledge atmosphere running in the organisation. This practice indulges the responsibility of knowledge workers, whether the employees are aware about knowledge management services or not. If they are aware then how they are accessing knowledge management services and finally performance of employees in regards to knowledge management. The purpose of knowledge creation is to focus on how to develop new skills, better and new

ideas, innovation, and easy methods to perform crucial tasks, more efficient process and optimum utilisation of resources. It comprises a set of carry out which embrace assessing information, valuing knowledge, expressing ideas, building the ideas, gaining perspective, planning strategies, using resources and assessing the quality of the work performed through knowledge management process. These days knowledge sharing has become an essential part of knowledge management practices. To make knowledge sharing process efficacious, organisations are using different channels to distribute the content. These are team meetings, training programmes, video screening sessions, workshops, conferences, and seminars. There are some knowledge sharing tools which are used not only to share knowledge but also to store it for further use, reuse, and refinement. As per social exchange theory, in an organisational knowledge management system, an employee's valuable knowledge could be reused by other employee which motivates to the contribution of reusability of existing knowledge in the organisation. On the other hand, if an employee is achieving his goal by reusing existing knowledge which was backed to system through the knowledge of another employee.

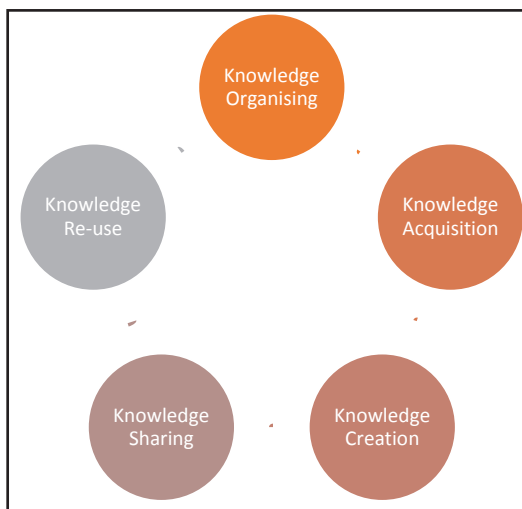


Fig. 1: Practices of Knowledge Management

Source: (Alavi and Leidner, 2001), (Nonaka, Toyama and Konno, 2000) and (Allameh, Zare & Davoodi, 2011).

THEORETICAL BACKGROUND

Bhatt (2000) elaborated the importance of organising knowledge works and their effectiveness both in manufacturing as well as in operational industry. Different organising strategies can be used to enhance the quality of manufacturing processes and products. While designing knowledge works organising strategies needs be clearly defined as per the knowledge development phases i.e. knowledge acquisition, knowledge creation, knowledge

sharing, and knowledge reuse. Compton & Jansen (1990) stated that knowledge acquisition can become the basis of the flexibility and relativity of knowledge which is required for a knowledge engineer. It may further provide comparatively an appropriate environment to develop knowledge acquisition. The implementation of knowledge acquisition can be helpful in order to solve knowledge-based problems and in form of problem solving tools and techniques. So, in general knowledge acquisition practices of knowledge management generate a framework suitable for analysing, problem and solving techniques, and aim to achieve knowledge-based system (Boose, 1989). Further, enablers of knowledge-acquisition define the knowledge required to finish a given task. These methods are found to be domain-independent and also specify the knowledge roles used to solve any organisational problem. Since the methods are domain-independent, process-oriented architectures are limited by the fact that knowledge roles that depend on domain-specific considerations cannot be represented using the model of problem solving (Puerta & Egar, 1992). Precisely, the companies which have faced extreme competitive situations adopted an approach to manage their knowledge resources and started leveraging their globally dispersed knowledge through virtual teams designed to conduct their multitasking activities by the means of electronic media. Knowledge sharing practices and communication can be used to evaluate the knowledge management processes so that they can create new and innovative information which further enables the knowledge creation process (Malhotra & Majchrzak, 2004). Later, the ability to create knowledge and its dissemination throughout an organisation is accepted to be a major strategic capability for gaining competitive advantage (Roth, 2006). More on that organisational knowledge creation process is defined to be making available and strengthening knowledge created by individuals and organisational system. So, knowledge of one individual, his work life, experiences etc. can benefit his colleagues, friends, and certainly the organisation (Nonaka, Krogh, & Voelpel, 2006). Knowledge creation has become a significant factor and is known to be a base of competitive advantage in lieu of knowledge management. Its importance gets increased in the field of constructivism which accounts for quick learning and creating new knowledge based on their preceding knowledge. So, it is need of the hour to make a move from individual constructivism to collective constructivism (Jaleel & Verghis, 2015). Creation of knowledge is a central part of the implementation of knowledge management. It is the initial phase of the knowledge management cycle and its several approaches, techniques and tools can be used to convert explicit knowledge to create new and innovative knowledge so that all knowledge can be organised in a methodical manner. Conversion of knowledge into a form explicit or understandable is called encoding. It facilitates other knowledge management processes, such as storing and sharing of knowledge (Ceptureanu & Ceptureanu, 2010).

Witherspoon, Jason, Cam, and Dan (2013) referred knowledge sharing as a process of knowledge management which not only helps in creating and collecting the information but is also useful to sustain the competitive business processes. Its progression has become popular nowadays to advance the business processes. So, knowledge sharing practices serve the motive to transfer and distribute the notions, experience, and knowledge available with others so that knowledge is retained in the organisation and businesses. As, companies are geographically spreading nowadays, a number of organisations have changed their traditional working environment to virtual teams which adopted information systems, especially knowledge management systems (KMS) to facilitate knowledge sharing behaviour among their fellows. Knowledge sharing bears a relationship in virtual teams intended to national culture and individual influences, signifying that several economic and social supporting strategies have different influences in different cultural orientation, and negatively interact with individual differences (Zhang, 2011). Applying effective knowledge sharing practices in organisations can influence individual behaviour towards knowledge sharing as behaviour refers to an individual attitude, personality and identity, values and belief in the business. Knowledge sharing behaviour is willingness to share knowledge (Hislop, 2002). Sandra, Ho, & Chow (2006) identified the factors which may increase or hinder knowledge sharing in public accounting firms. These can be organisational learning, psychology, and knowledge management. To examine the role of three factors, information technology, formal and informal interactions among auditors, and reward systems are practiced encouraging knowledge sharing. Cross and Baird (2000) detailed about organisational reminiscence which contains knowledge stored in the minds of employees and electronic repositories, which has been acquired and retained by groups or teams and which is embedded in the business's processes, products or services and its relationships with customers, partners and suppliers. Hussain and Hassan (2004) quoted that knowledge management elements and capabilities have a positive and significant relationship with all measures of the performance which is further supported by the fact that there is a great correlation between knowledge management capabilities and organisational performance.

CONCLUSION AND PRACTICAL IMPLICATION

The literature review has been done in order to highlight the aspects of knowledge management practices. There are very few studies which focus on measuring the relationship between knowledge management and its relation to practices. The concept of knowledge management is quite new to Indian locales, so there subsists a severe scarcity of those research projects which depict knowledge management practices in Indian firms. Further, it has been found out

from the literature that some studies focus on social perspective or on technological perspective but Abeck *et al.* (1999) conferred that effective knowledge management is a combination of both people and technology. Knowledge management has come out as an important fragment for every organisation to manage its knowledge-based assets. Knowledge management is not only limited to the recording and manipulation of data in business operations but also creating new and justifying the existing knowledge and also managing the activities of knowledge workers. Knowledge management's objective is to enhance the creation of new ideas by minimising the barriers through knowledge sharing behaviour. While developing performance appraisal system, knowledge management should be important so that its benefits can easily be distributed in the organisation. Mostly organisations still rely on the traditional approach of knowledge management and provide stress on expending existing knowledge and not on creation of new knowledge and use of information technology as a substitute for knowledge sharing and social interaction. Knowledge cannot be successfully managed unless it is passed on and organised by people who are specifically responsible for it. The tasks should start from collection and categorisation of knowledge, then establishing a knowledge-oriented technology infrastructure, and at the end monitoring the use of knowledge. The process of knowledge management is continuous and can't be said to be fully managed. One of the important reason that knowledge management never ends is that the categories of required knowledge are always changing like new technologies, management approaches, governing issues, and client concerns. So, we need to be updated with all new information and data which further contribute to enhance the role of knowledge management practices.

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