CHAPTER 7

CONCLUSION AND ORGANIZATIONAL INTERVENTIONS

7.1 Introduction:

Perhaps, knowledge contribution to the extant literature guides research activity. In organizational studies, business implications are equally important to understand the applicability of the model, idea or design. While assimilating my insights about the phenomenon under study, I might appear to have strayed a little from the central idea. The motivation to do this is only to give a holistic understanding, build a coherent, logical argument and to test, refine and put my ideas for further scrutiny. The human quest to make sense of this complex phenomenon, unpack it in an easy way, guided this study. Reflecting on the theories and illustrating the model built on the findings of study; it closes the loop for this research and gives pointers for the further research. I have also indicated the limitations in my study along with the challenges experienced during this research.

Finding a quick fix for obvious deficiencies can never be successful in the case of KM efforts. KS at the workplace is a critical issue organization is dealing with and to succeed and persuade people for it should be grounded in win-win strategy. An organization which is agile, self- forming and self-led, guided by a particular rationality based on which other initiatives are designed will reap benefits through organization-wide knowledge sharing.

7.2 Key Findings of the Study:

At this juncture, it is important to check if research questions raised at the beginning of the study are analyzed and addressed. The study examined two fundamental issues related to knowledge sharing in the organization namely, goals and modes of knowledge sharing process and critical attributes of organizational culture facilitating knowledge sharing. The study further suggested management interventions for effective knowledge sharing. Though the study tries to address the fundamental concerns for seamless implementation of knowledge sharing in the prevalent cultural context, the methods, firms employ for knowledge sharing needs more research. Five Key AOC established in this study are Flexibility, Trust, Openness, Team Orientation and Rewards in the organization. Findings of this study are assimilated and presented in the form of a framework which depicts critical linkages between OC and how it affects the knowledge sharing which will help practitioners for organizational interventions.
The research identifies strategic coupling of various modes of knowledge sharing and goals of knowledge sharing. The study refrains from giving a normative prescription by juxtaposing the findings with the best practices in other organization. There is no one set success rule for efficient knowledge sharing and organizations need to design initiatives based on a variety of work processes in the cultural context. The successful implementation of Knowledge sharing initiatives depends on how well it is related to the strategy of an organization. Translating KM strategy through a simple operational objective and milestones will help organizations deal with the complexity of this issue.

7.3 Conclusion and Synthesis of findings:

Knowledge promises many benefits to the individual as well as to an organization. Yet, most firms struggle with sharing knowledge (Ruggles, 1998) making it a technological as well as a behavioural challenge. The study set out to better understand KS in the context of knowledge-intensive oil and gas organization. Of specific interest was the investigation of the critical attributes of organizational culture influencing knowledge sharing directly and indirectly. This study tried to give a comprehensive picture of various ways the organizations use for knowledge exchanges in the organization and interplay of cultural attributes with the knowledge sharing in the organization.

Grant (1996) termed organization as 'Integrator' and viewed organisational capability, a result of knowledge integration of complex activities within the epistemic community which gives a competitive advantage to the organization. The 'distinctiveness' of capability depends on specialized knowledge of people as well as the prevalent dominant discourses in the organization. People in the organization value both formal and informal knowledge sharing opportunities and there is a strong semblance between the two. People sharing same physical space in the organization tend to share knowledge often on a variety of things.

The following are the main findings and contributions of this study:

1. Personal flexibility of an individual enhances knowledge sharing in an organization.

2. Interpersonal trust is found to have the greatest influence on knowledge sharing in the organization.

3. Rewards in the organization have a significant effect on knowledge sharing at the workplace. Rewards are negatively correlated to knowledge sharing thus lesser the rewards; more is knowledge sharing.
4. High individual trust and value of knowledge sharing will positively impact knowledge sharing in the organization.

5. Duration of affiliation to the organization, duration within the team and visiting other subsidiaries of an organization enhance knowledge sharing.

The organizations which support visits to other sites to learn operations of new machines, technologies and processes make the best use of available knowledge. People who are knowledgeable about systems and processes or those who have implemented new systems drive the process of training others. Gupta and Govindarajan (2000) consider that the value of subsidiary’s knowledge stock for the rest of the organization would be high when other subsidiaries depend on it for specific training. To support the rationale behind the practice of visiting another subsidiary, Cohen and Levinthal (1990) claim that people understand the value of knowledge demonstrated by the host site more as exposure to new environment enhances the desire to acquire new knowledge, assimilate it and apply it for commercial use. The relationship between corporate headquarters and their subsidiaries is crucial and communication between headquarter and subsidiary affects knowledge sharing. During the study, there was a case (illustrated in Chapter 6) of a turnaround of the subsidiary due to a knowledge connector.

Organizations must work on knowledge sharing as a strategy in the organizations since it will put them ahead in the progress curve due to innovation and will help to venture into the new business. For effective KS, organizations must focus on the content of strategy (Porter 1985, 1998) as well as the process of the strategy (Mintzberg 1994). The content of the strategy would form a nucleus (Porter 1998) which will drive the ‘operational effectiveness’ giving a direction. KS can thrive in any culture and the key is to fit knowledge sharing initiatives to the culture by identifying essential cultural attributes for it and tie it with the organization’s core values as well as strategy. To drive KM strategy commitment from management is fundamental and the commitment has to be visible. One of the important measure as suggested by Nonaka and Takeuchi (1995) is to assess how quickly organizations learn from external as well as internal sources as knowledge sharing significantly enhances overall learning capacity of an organization. Learning is an individual activity and knowledge sharing activity is grounded in a social and cultural aspect of an organization which has a bearing on learning of people in the organization. Thus, the knowledge produced in the organization is conditioned by the social structure and cultural milieu. The expectation of people when it comes to the best knowledge environment is very reasonable as concluded by one of the interviewees "Just the place where people are fully supported and helped by colleagues as well as managers."
realization of the importance of knowledge and sharing it with others is possible only when they interact with more knowledgeable people and experience their learning and knowledge significantly affecting the overall performance of an organization.

Knowledge-based view of an organization sees knowledge as a critical resource which gives a competitive advantage to a firm. The resource-based view (Barney, 1991) claims that the enterprise's goal is to find an asset or capability that is valuable, rare, inimitable, and organizationally appropriate (VRIO; Barney 1997) or valuable, rare, inimitable, and non-substitutable (VRIN; Eisenhardt and Martin 2000). These resources will provide a long-term competitive advantage by turning resources into capabilities, which in turn lead to competitive advantage which Ghoshal and Bartlett (1995) illustrates as purpose-process-people framework. Infrastructure and culture of an organization act as a 'glue' to coordinate all the work processes.

The most significant implication of this research is that KS predominantly depends on the overall trust level of the organization and interpersonal trust to be more accurate. The trust among co-workers is primarily influenced by the shared vision and the way employees connect with each other through work. Management support is critical to enhance KS practices from designing to implementation phase. Practitioners need to be more conscious about the mix of the right set of trust builders since it will differ as per the culture of each organization. The study supports conclusions by Abrams, Cross, Lesserand Levin (2003) that one of the ideal methods for establishing trust among people is by way of setting clear explicated goals. This clarity helps in communication and understanding around a common reference point (Daft & Lengel, 1986) since it acts as a unified mandate. Organizations are trying to become agiler by introducing flexibility in the organization. This study suggests that structural flexibility has less impact on KS of employees than personal flexibility. Organizations must orient themselves and people to be more focused on goals and allow individual flexibility to achieve them.

While discussing practical implications of the study, it must be kept in mind that while competence is mostly considered at the individual level in the organization, the knowledge management domain tries to capture it at the organizational level. It is essential to increase the visibility of connections between competence at an individual as well as organizational level. The concept of knowledge management will be more appealing to people if they can visualize logical connections which are more crucial.

Although further investigation is necessary, the result of this study provides preliminary information to managers and practitioners to encourage a more focused approach to knowledge sharing behaviour by providing insight into the essential attributes of
organizational culture. These ideas will certainly help in enhancement of knowledge sharing across the organization.

7.4 Organizational Intervention:

Successful implementation of KS initiatives requires a culture, facilitating knowledge sharing in the organization. Findings of the study suggest that organizations can work on the critical attributes thus making knowledge sharing easy which ensures better employee engagement since knowledge sharing is a collaborative work related practice. Following are some of the organizational interventions to enhance knowledge sharing in the organization based on the finding and insights gained during the study which practitioners can use for seamless implementation of KS initiatives.

1. Leading the possible by choosing right knowledge sources:

Whenever organizations face challenges, they tend to go by SOP or best practices rather than customized creative solutions. They must wisely choose and work in close collaboration with people/organizations who/which act as external knowledge resources as they bring in new perspectives while looking at a particular issue. Corporate seek outside counsel when they are mostly off the track and has a tendency to work on accepted algorithms to find the best answer among the available which mostly comes from the same source and hardly needs collaboration. Broadening the scope of interventions by breaking out of familiar patterns helps in moving out of the box. It’s a paradox that organizations go for simple solutions for a complex situation and vice versa. The tendency to approach an expert to understand the predictability of solutions does not work as the focus always remains on the outcome than the process. Shifting from ‘managing probable’ to ‘leading the possible’ will ensure knowledge sharing in the organization since it demands to work on new ideas through collaboration.

Many times sources abstain entry of fresh perspectives on various issues in the organization. Thus, Firms must stay away from the experts, offering the same prescription to the different organizations ignoring the uniqueness of a cultural context.

2. Align Personal Goals with Organizational Goals:

Individuals in the organization will be prepped to operate successfully on a variety of fronts if they can see the connection between big picture of the organization, their work, where they can add value and rationale behind new initiatives of the organization. Perhaps most organizations miss on this and people feel disoriented. The clarity of this
connection will help people understand their work area and interdependencies with other team members, which will increase knowledge sharing.

3. Technology Vs Legacy Trap:

Getting trapped in rigid legacy hinders implementation of new technology in the organization and very few organizations make efforts to do away with the redundant organizational systems. The efforts to blend antiquated legacy system with the new technology are a sure shot recipe for failure. Technology should help people collaborate and solve pressing business problems by a co-creating solution to provide maximum business value. Organizations must map interdependencies among the functions, systems and technologies to understand what to discard and what to retain. The culling out process helps in freeing up the resources by reducing burden. Every organization has a unique starting point when it comes to digitalization. A 360-degree assessment of existing level of technology will form a baseline for digitalization. Some sectors will enjoy benefits of standardization and automation more than others. Organizations which roll out smaller separate projects are more successful in implementation than those rolling out single megaprojects. Social networking and microblogging are now widespread knowledge creating activities which help in faster collaborations that are real time.

4. Obsession with Structure and Hierarchy:

The structure of an organization shapes the behaviour of the employees to some extent for a short span. Organizations over index structural aspects thinking that it offers the best and sustainable solution but in reality, structure seldom provides flexibility. Success and failure of any initiative from design to implementation phase is attributed to the structure of organizations ignoring the real actors completely. The knowledge sharing process is inherently a social and collaborative process. Thus, practitioners should not consider structure and hierarchy as the starting point since it almost sets a boundary to the organizational experimentation. Apart from making structural changes, the focus should also be working on the mindset of people.

5. Clear Measurements and Matrices:

Management is about measurement which guides us to change the things which are not working or which we wish to change to take them to the desired stage. The measurement could be objective or subjective depending on the purpose of measurement and what is being measured. Practitioners must develop matrices showing clear linkages for
knowledge sharing initiative which will encourage people to collaborate at work to ensure best results. In the organization, it is shocking to see how there is hardly any collaboration at the lower level since they have different metrics to optimize. Different matrices operating at distinct level cannot be aligned, merged and then fed into the big picture of an organization.

6. Job Rotation and Job shadowing:

Job rotation and job shadowing\(^{20}\) are best practices to encourage knowledge sharing in the workplace since it gives an individual an opportunity to work alongside more experienced colleagues so they can learn and develop within their current role. In dynamic organizations, the reshuffling and relearning on the job is powerfully liberating, but it is proved to be dysfunctional in many organizations since they have little clarity about the reasons behind this change. Clarity about the knowledge needed to be competent at the new job will motivate them for successful collaboration with other team members. It helps to develop a deeper knowledge and understanding of other roles and functions and also they can understand how teams work by gaining insight into the roles and responsibilities of other members. It is also one of the best ways for 'Testing out' possible careers.

7. Dealing with Attrition Constructively:

It is a reality that people do not stay in one organization for a long time. Though attritions show a peculiar pattern for particular sectors, functions, and levels, the central fact remains that the tenure of people in one organization is less. They say a certain degree of attrition is good for an organization since it makes space for new people; also, it is inevitable. Organizations can get maximum benefits from people they are hiring if they orient and everyone about the purpose of recruiting them and the legacy that they will pass on to other employees at their departure. Employees feel empowered at the thought of being able to leave a legacy in the organization and are likely to indulge in KS as a standard practice.

8. Energetic Connectors and Graceful Fall:

Rather than a proverbial ‘leader’, organizations need to look consciously for charismatic connectors which can engage in high energy conversations and focused listening. These ‘connectors’; with their contagious and positive outlook, can connect with people easily.

\(^{20}\) Job shadowing is where an individual from one area of the organisation has the opportunity to work alongside and gain experience of the role of another individual, and gain an insight into that particular work area.
and spread ideas. Ideally, organizations should offer a culture where originality thrives; it is possible by making the place safe for people to fail. Graceful fall and learning from failure need be celebrated in the organization. Organizations must encourage people to experiment in piloting some ‘safe to fail’ projects to nudge the complacent system. No solution is the best option if we remove time factor from it since it is best at that point. When organization is open to experimentation and failure, people share knowledge, failure stories, and learning with utmost transparency.

It is interesting how most of the organizations still feel uncomfortable with the multidirectional changes in the business environment. To grow, they must feel comfortable being uncomfortable. One of the unusual practices at ‘Future Think’ lead by Linsa Bodell is; “Kill the Company”; an activity designed to find ways to put your organization out of business. This exercise helps in changing mindset of people and encourages them to bring up an offense than possible defense and work more aggressively.

9. Trust the Non-conformists:

Creating self-reinforcing spiral of trust, group identity and group efficacy from individual to group upward and then escalating it to cross-boundary level is necessary for business and it has a positive impact on knowledge sharing. Genuine dissenters bring in divergent views on a table and enrich the process of decision making. Even if they hold minority or wrong opinion, they are more important and influential. While working with other team members, most of the managers do not opt for a virtuoso group thinking as it might be difficult to manage and may be explosive. It is also possible to craft opportunities for solo performers. Some work in the organizations may not require a team and there is nothing wrong in celebrating individual ego.

10. KS - A key performance criterion tied to intrinsic motivation:

Some people feel that unless there is a serious ramification for not contributing knowledge and if people do not realize the potential consequences of holding back information, knowledge sharing in the organization would be tough. The focus should be on what a person is holding rather than who is holding knowledge. Introducing KSB as a key performance indicator might help in encouraging people to share knowledge. Attaching rewards to KS after Introducing it as a KRA for performance assessment is an easy option for HR practitioners but based on the studies, KS should be an organization-wide long-term strategy and should be grounded in team work and intrinsic motivation. Thus, attaching rewards make it appear a short-term quick fix.
The study concludes that rewards are negatively correlated to KS but most of the organizations overemphasize the importance of rewards. The impact of rewards on the performance works for many initiatives, but when it comes to knowledge and sharing it, people often expect appreciation but not monetary rewards as the value they attach to knowledge and the way they connect with knowledge-sharing activity is different from other practices. Practitioners should focus on motivating employees by assigning them meaningful work and engaging them in strategic pursuit of an organization. Meaningfulness refers to; the significance employees attach to their work and its contribution to the larger goal of an organization (Pratt & Ashforth 2003).

11. Effective communication:

Communication in the organization builds or breaks the synergy. Organizations must orient people by practicing transparent communication at all levels which elevates trust levels in the organization. Providing various channels to ensure effective communication is equally important. Collaborative technologies like workgroups, intranets, knowledge repositories in the organization facilitates the KS process by giving access to the knowledge base and best practices. Managers must orient people to the thinking “hoarding knowledge erodes power. If you know something vital and critical, you get an opportunity for advancement by sharing it.”

12. Diversity is the Mantra:

Diversity has different implications in the organizational realm since it brings in different perspectives and knowledge in many areas. Diversity can be dysfunctional in organizations having an environment where it can be leveraged. Apart from thinking about diversity at the organizational level in terms of gender, region, function or age, organizations must orient our thinking by aiming diversity at a global scale by representing senior professionals from emerging markets as the members of the board of executives. Diversity increases knowledge sharing in the organization and practitioners must focus on offering an environment where people can make the best use of existing diversity.

13. Avoid Knee-Jerk changes:

Organizations opt for KM solutions which disturb many other initiatives in the organization; at times it is not a wise decision since the core of the system is always stubborn and gives more resistance. Tinkering at the fringes can remit huge returns. Thus, it is always advisable to avoid knee-jerk reactions by changing things abruptly. It
will (most likely) lead to high resistance from people than voluntary participation. Initiatives related to knowledge sharing at times stifle people. Thus, organizations initiating organization-wide change find it hard to manage the change and feel more resistance from people for a change.

7.5 Framework Illustrating Relationship Between AOC and KSB

Knowledge-based view of the organization looks at the relationship between knowledge sharing and organizational practices/processes to ascertain its significance to enhance the value of knowledge which in turn gives a competitive advantage to the firm. A valuable contribution by the research is the framework which is proposed to increase knowledge sharing and applies to any organization without categorizing characteristics of an organization. This model provides the baseline for exploring its applicability to other sectors.

The whole study can be summarized as “KS requires a knowledge connector to nurture and develop trust among people in the team by giving them flexibility in work to help build new knowledge by being open to experiment and failure, without attaching rewards to it.”

Fig:17 Framework illustrating relationship between KS and AOC

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7.6 Summary of the Study:

The phenomenon of interest in this study was KS at the workplace, examining knowledge workers in the oil and gas sector in India to find out critical attributes of organizational culture that fosters KSB of people in the workplace.

The overarching research question is “Which attributes of corporate culture facilitate knowledge sharing in the organization?” To elaborate on this research question, few additional questions are posed—What is knowledge in the organization? What is knowledge sharing in the organization? How does knowledge sharing take place in the organization?

The conceptual framework for this study is built on previous research studies and grounded in a theoretical foundation of knowledge based view of an organization. The framework is guided to identify the significant attributes of organizational culture that fosters KS at the workplace. The critical attributes identified were—Flexibility, trust, openness, team orientation, and rewards.

The study made a contribution in the form of conceptualization of Knowledge, knowledge sharing, culture, and flexibility. The study also contributed more nuanced and focused analysis of knowledge sharing modes and goals at the workplace and organizational attributes impacting it. Methodologically Delphi approach at the conceptualization stage of the study helped in its scoping.

An explanatory approach was used for this study in the oil and gas sector in India. For the investigation, quantitative data from 305 participants using a structured questionnaire was collected. Hypotheses were tested using statistical analysis for answering the overarching and other sub-questions. Statistical analysis included reliability analysis, t-test, ANOVA, Univariate Logistic Regression Modelling, multiple step-wise logistic regression modelling. The effect of control variable on KSB of people was also analyzed.

The result of the study showed that of all the factors examined, trust, flexibility (personal), and openness has the strongest effect on KS and rewards have a strong negative co-relation with KS. Also, interpersonal trust and personal flexibility have a strong cumulative effect on KS. One of the significant findings of the study is that people appreciate and assess knowledge of co-workers and their knowledge frameworks and knowledge mentors are not necessarily their domain experts thus provides the insight that people do not restrict to their area when they need to acquire or learn from other experts.
The study has several implications for future research. The most notable included exploring the influence of knowledge mentors on KSB in the organization, testing the framework in the other sectors and countries and finally working on the ways to measure knowledge sharing behavior and its effect on business.

7.7 Knowledge, People and Business Analytics:

Humans are blessed with imaginations and foresight and can do the unexpected without being told. Technology can do just what is told but its speed and precision mask its mindlessness. Thus, it is a paradox of time horizon over mindset and ideally organizations should be in a position to combine human creativity with precision and speed. Organizations seldom work on holistic, integrated systems to manage people and their knowledge. There is a lot of buzz about big data and business analytics which at one point in time was falling in the domain of knowledge management. Recently, organizations have started implementing data analytics by using rigorous testing and statistical analysis techniques to inform human judgement. A majority of the organization, which could successfully use this, is from IT sector since in IT competent and skilled people are required to use analytics efficiently. This approach has helped them in reducing transaction and interactional cost but it cannot replace human judgement. This is precisely one of the reasons why these organizations are not implementing people analytics and restrict it to just business analytics. They are more sceptical about this quantified approach matching wisdom and gut feeling. The analytics experts, however, hold an exactly opposite view saying it, in fact, removes personal bias and helps in effective decision-making.

7.8 Challenges During the Study:

Most of the organizations approached and included were cooperative once their concerns about confidentiality were successfully addressed. Identifying people in the company as per inclusion criterion was little difficult. It was most challenging to probe further when most of the organizations could not define what knowledge is for them. It's ironical that awareness about business and strategy is more common than awareness of end to end processes which create knowledge in the organization.

HR leaders still isolate themselves from frontline business activities making it appear that business and HR operate in silos and not in synchronization. All the corporations included in the study either have an excellent technology platform or some formal Knowledge Management System (KMS). The ownership of KMS initiative is with HR, but IT and Operations team have more clarity on its goals as well as operations. All the
stakeholders do not have basic understanding of the Knowledge Management (KM) initiative, making it difficult to get information and eventually they do not see KMS, which can add value.

7.9 Operational Limitations of the study:

Although the research gave a better understanding of the operational strategies to implement knowledge sharing initiatives, it concludes by emphasizing few limitations while interpreting and applying these results.

1. The study is located in the oil and gas sector in India but the findings should not be restricted to the same industry as, the cultural attributes examined, are identified after discussing with professionals from various businesses. It is essential to check the generalizability of results to the other industries as there is more possibility that the findings are relatively consistent across the different sectors.

2. The KS is examined concerning the cultural attributes of an organization; there could be a possibility of other cultural characteristics which are unique to particular sectors, unlike oil and gas.

3. The scope of the study is confined to KS at workplace and analysis was done at an individual level. There is a possibility that cultural attributes might be different if the analysis is done at the team level or organizational level.

4. Operationalizations of flexibility and openness are attempted for the first time in the KM domain research. This construct was tested and validated through statistical methods and face validity but it has to be ideally tested in a large-scale study.

5. Detailed analysis of the influence of variables such as diversity, generations, analytics is not included in this study as it was not relevant to the research questions, but few recent studies are investigating some significant trends in this realm and its association with knowledge sharing at a workplace.

7.10 Areas for Future Research:

Through this research, an understanding of the process of knowledge sharing, its purpose and modes and critical attributes facilitating knowledge sharing is obtained and presented. The findings of this study supported some of the findings from past research on the importance of cultural context in KM domain and provided valuable pointers for
the future research based on the findings or deviations from the results of the earlier studies.

Given that social networking and related technologies are the fastest growing trend to date, it is essential to know, how firms are making best use of them for knowledge sharing or in enhancing the collaborative work environment. This also means that businesses need to design initiatives and procedures appropriate to the cultural and technological context to support a better exchange of information among the actor of the firm. Quite interestingly, it would be worth investigating the effect of KS on the productivity and performance of the team as well as organizations. The findings suggest a few interesting avenues for further investigation. First, the impact of the presence of formal KMS shows less knowledge sharing in the organization and this seems puzzling. As we discussed in the analysis chapter, one of the possible explanations is that people might be oriented to the possible increase in productivity due to KMS without being sufficiently trained to use it on the job that increases cynicism leading to a negative outcome. Another possibility is that present KMS is hardly serving its users since it lacks effective alignment to the work processes. Second, we find some evidence of the age of an organization and level of knowledge sharing in the organizations wherein young organizations show more knowledge sharing. Taking cues from the findings, where trust, openness and flexibility influence knowledge sharing, old firms should ideally exhibit more knowledge sharing. Technology has simplified and amplified human behaviour and making it interesting to study the difference between the level of trust people develop in virtual teams through knowledge sharing vis-a-vis trust level through physical proximity in the similar context. Future research on the phenomenon under investigation can look into the following areas:

1. This study has not done a comparative analysis of private and public sector organizations or intra-organizational analysis; it would be interesting to examine this aspect which will strengthen understanding of the phenomenon and assumptions about generalizability of the attributes of organizational culture

2. Findings of the study indicate the importance of knowledge mentors in the organization. An investigation of their significance in knowledge sharing would make a valuable contribution to KM domain.

3. The critical organizational attributes identified in this study can be further examined separately to understand their impacts on KMS and other knowledge processes in the organization.
4. It will be interesting to investigate how the shared knowledge is put into action in the organizations if organizations use different strategies to assimilate knowledge acquired from internal and external sources and to what extent organizations can quantify the shared knowledge.

7.11 Impact of the Research:

The study examines knowledge sharing, a fundamental process of a knowledge cycle in the organization. The findings of the study discuss various functional and demographic characteristics of the actors and cultural characteristics of organizations facilitating knowledge sharing. The findings not only act as guidelines to design KS initiatives or organizational interventions but they also help develop HR practices based on the kind of knowledge produced in the organization and desired knowledge processes in the organization. Detailing HR processes right from the entry of an individual to exit will give an idea about discord between HR practices and Knowledge processes. There are two possibilities; either HR practices are still keeping the conventional wisdom intact making them less relevant to the present business environment or they are yet to align these practices based on knowledge production and business of an organization. The necessity to consider the shift is illustrated in the post-hoc analysis (chapter 6), which questions the role of HR as knowledge facilitator, or it is knowledge inhibitor or a knowledge guard.