RESEARCH FINDINGS, CONCLUSIONS AND SUGGESTIONS

In this chapter, an attempt is made to present the findings and conclusions that are emerged from the present study. In addition to this, an attempt is made to suggest measures to improve the effectiveness of the organization by implementing some recent trends in Knowledge Management.

RESEARCH FINDINGS

The following are the major findings drawn from the analysis.

Knowledge Management Policy:

1. The respondent Organizations have a strong policy and value system for acquiring and sharing knowledge to promote knowledge management. They are acquiring knowledge through partnerships and strategic alliances with the employees.

2. The respondent organizations have effective policies or programs intended for worker retention to facilitate knowledge sharing the companies are conducting internal meetings with employees and with advisory boards.

3. The organizations are encouraging systematic neighbor training and interdisciplinary training groups in order to get holistic overview of a given task. This enhances the knowledge levels of employees.

4. Knowledge sharing activities are accepted as a part of work, co-operation and trust towards KM policies is observed in both the organizations. This is a healthy sign.

5. Because KM is a continuous process, it can not be delinked with work. Effective implementation of KM policy requires co-operation from the employees.
6. The Organizations are conducting internal workshops to provide a platform to the staff and share knowledge.

**Conclusion:** Thus it can be concluded that the two respondent companies i.e. Infosys and Wipro have a strong commitment towards KM policy formulation and towards creating awareness among the employees, because all the respondents have expressed a highly positive opinion on the KM policy formulation and creating awareness towards it. Further it can be substantiated by the insignificant chi-square values. Hence H1 hypothesis has been accepted, H0 has been rejected. Hence it has been proved that awareness of KM policies will enhance the effectiveness of KM practices.

**KM strategy development and implementation**

1) It is further identified that there is necessity for training to meet the strategic objectives of the organizations.

2) The organizations have positive results from KM strategies and the employees are given freedom to experiment on innovative ideas.

3) Management consults the employees before launching new strategies and also guides them in difficulties faced during implementation.

4) Both The organizations have positive responses from the employees on their perception about KM strategies and their responsibility for acquisition and sharing of KM.

5) Both The organizations provide opportunity to the employees to participate in national and international knowledge sharing groups.
6) Both The organizations allocate funds to implement KM activities and also keep good track record in implementing KM initiatives.

7) Employees are able to cope up with new practices of KM which in turn helped them in improving knowledge.

8) Both The organizations have successfully implemented KM practices without any significant resistance from the employees. Requirement of Chief Knowledge Officer is insignificant.

**Conclusion:** Thus it can be concluded that both the companies i.e. Infosys and Wipro over the KM strategy development and its implementation are likely to be similar. Further it can be substantiated by the insignificant chi-square values. Both organizations are very effective because they have not only good strategy development but also successful in implementing them. Hence it can be concluded that in both the organizations there is a good strategy development and implementation and has great impact on organizational effectiveness.

Any company has to develop a strategy for managing knowledge which should look at the progression from existing knowledge to generating new knowledge and then leveraging this knowledge for competitive advantage. Like wise successful implementation of a KM program results in creating new knowledge. This scenario is found in both the sample organization.

**Role of IT in the KM practices**

1) Both The organizations proved that Internet & Computer technology helped in enhancing organization performance. E-learning, e-universities have not reached the employees completely.

2) Employees showed positive response to work individually or in a team.
3) Globalization shows a great impact on IT industry and use of IT in KM implementation is also great.

4) Both The organizations using a software to update KM practices and provide interdepartmental IT training.

5) ERP packages are very much helpful in KM practices and implementation.

There is a great impact of fluctuation in inflation rate on IT.

**Conclusion:** Thus it can be concluded that both the companies i.e. Infosys and Wipro approved that effectiveness of KM practices has been influenced by IT. It is also observed that the employees of these organizations very well agree that their company’s performance is fair in adopting new technologies and acceptable to all the employees. This in turn results in the effective implementation of KM practice. The opinions of the respondents of Infosys and Wipro over role of IT in KM practices are likely to be similar. Further it can be substantiated by the insignificant chi-square values. Both organizations are very successful and stood at the top most companies in IT sector because they have not only got good KM initiatives but also able to cope up very well with the impact of IT on KM. Hence it can be concluded that in both the organizations there is influence of Information Technology on the effectiveness of KM practices.

**SUGGESTIONS:**

In connection with the above conclusions which are emerged from the study on “Knowledge Management initiatives in Indian Industry”, following suggestions are given to ameliorate the knowledge management initiatives and to espouse successful knowledge management practices in the sample organizations.
Knowledge management policy

It is observed that the sample organizations have a strong policy for acquiring and sharing knowledge with a value system to promote knowledge sharing. They use partnerships and strategic alliances to acquire knowledge. This is based on the analysis as mentioned in the table 4.1. The chi-square test result also supports that there is no significant difference between opinions of the respondents of Infosys and Wipro with regard to knowledge management policy because the table value is less than calculated value at 5% level of significance. For better acquisitions of knowledge, the organizations may also adopt Peer Assist programs. Peer Assist program is a meeting of a project team with their colleagues. The request for assistance is initiated by the project leader when he or she thinks peers could be of help to the team. Usually 4-5 colleagues, from other sites, meet together at the site of the asking team (who are in need of assistance). An assist may last from ½ to 2 days, during which the asking team and those who have come to be assisters, are in dialogue about the project. The asking team gains the insight of colleagues. In the process the assisters may also gain some knowledge and learn both from the project and from each other. Some Peer Assists are called early in a project and some are called later, depending on the needs of the team\(^1\).

1. Both organizations have effective policies or programs intended to retain the knowledge worker. This is based on the analysis as mentioned in the table 4.4. The chi-square test result also supports that there is no significant difference between opinions of the respondents of Infosys and Wipro with regard to the above said statement because the table value is less than calculated value at 5% level of significance. It may be further suggested to the sample organizations to conduct Exit Interviews with those minor group of employees who are leaving the organization due to
uncontrollable factors like health, family demands etc. An exit interview is typically a meeting between at least one representative from a company's human resources (HR) department and a departing employee. The HR representative might ask the employee questions while taking notes, ask the employees to complete a questionnaire, or both. An attempt is made to capture, organize, make reuse of the knowledge available with departing employee that would otherwise be lost in the organization. Both the organizations are exchanging the knowledge available in the organization by carrying out programs such as establishing advisory boards and internal meetings. In addition to the above programs it can be suggested to the sample organizations to set up **Communities of Practice (CoP)**. Communities of Practice are formed by people who engage in a process of collective learning in a shared domain of human endeavor. Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly. Such CoP helps in sharing, creating, disseminating knowledge.

2. Both organizations encourage systematic neighbor training and interdisciplinary training groups in order to get holistic overview of a given task. This is based on the analysis as mentioned in the table 4.6. The chi-square test result also supports that there is no significant difference between opinions of the respondents of Infosys and Wipro with regard to above said statement because the table value is less than calculated value at 5% level of significance. Apart from the above both the companies can send **KM team** to the training programs specifically designed for the retaining of knowledge. It may be through online or classroom courses. Duration may be for one-day or multi-day sessions. Further it may be suggested that Chief Knowledge officers can also attain a knowledge management certification. The certification program tests knowledge managers on the basics of knowledge management and
specific process areas in the knowledge management practice. Companies also have the option of conducting on-site knowledge management training programs. With this option, more employees can attend the training and obtain the tools necessary to perform knowledge management job responsibilities\(^3\).

3. Knowledge sharing activities are accepted as a part of work, co-operation and trust towards KM policies is observed in both the organizations. This is based on the analysis as mentioned in the table 4.8. The chi-square test result also supports that there is no significant difference between opinions of the respondents of Infosys and Wipro with regard to the above said statement because the calculated value is less than the table value at 5% level of significance. Meetings are used as means of knowledge transfer in organizations. In addition to the meetings, the organizations may also adopt shun works. A **skunk works** is a small group of people who work on a project in an unconventional way. The group's purpose is to develop something quickly with minimal management constraints. Skunk works are often used to initially roll out a product or service that thereafter will be developed according to usual business processes.

Here are the few practices of skunk works:

- The number of people having any connection with the project must be restricted in an almost vicious manner. Use a small number of good people (10% to 25% compared to the so-called normal systems).
- A very simple drawing and drawing release system with great flexibility for making changes must be provided.
- There must be a minimum number of reports required, but important work must be recorded thoroughly.
- There must be a monthly cost review covering not only what has been spent and committed but also projected costs to the conclusion of the program\(^4\).
4. Both Organizations have internal workshops in connection with staff meeting. This is based on the analysis as mentioned in the table 5.1. The chi-square test result also supports that there is no significant difference between opinions of the respondents of Infosys and Wipro with regard to internal workshops are arranged in connection with staff meetings because the calculated value is less than table value at 5% level of significance. A meeting is a gathering of two or more people that has been convened for the purpose of achieving a common goal through verbal interaction, such as sharing information or reaching agreement. Staff meeting, typically a meeting between a manager and those that report to the manager. Staff meetings enable to solve problems as a group, building teamwork and shared learning. In addition, discussing issues, taking action and being accountable for results can energize staff and reduce burn out. A well run meeting is a thing of beauty and highly effective management tool. Actions before the meeting establish the groundwork for accomplishing meeting results. Meetings which involve people and encourage participation and responsibility are more constructive than meetings in which the leader tells, instructs and makes all the decisions, which is not a particularly productive style of leadership.

**KM strategy development and implementation**

1) KM strategy involves consciously helping people share & put knowledge in to action. This is based on the analysis as mentioned in the table 5.10. The chi-square test result also supports that there is no significant difference between opinions of the respondents of Infosys and Wipro with regard to their responsibility for acquisition and sharing of KM because the calculated value is less than table value at 5% level of significance. However before an organization can undertake KM initiative
it needs to first understand what Knowledge should be managed and to what performance ends. It is identified that the sample organizations have positive results from KM strategies and employees are given freedom to experiment on innovative ideas. In the above context it may be suggested to design **Competency mapping** for the organization. **Competency mapping** eliminates the communication barrier that may exist between business departments and human resource organization by making sense of the strength, knowledge and skills of the employees and its utilization for the enterprise. With the right questions – and the right capabilities for addressing the business needs and justified business goals – this fact based methodology moves hr organizations forward instead of holding them back. By collecting detailed competency data HR leaders can also send warning signals to departments regarding the competencies of employees. Such practice in the sample organizations may be used as their KM strategy.

2) It is identified that both the organizations are exhibiting less favorable opinion on the requirement of Chief Knowledge Officer. This is based on the analysis as mentioned in the table 5.6. The chi-square test result also supports that there is no significant difference between opinions of the respondents of Infosys and Wipro with regard to the requisition of an officer to observe flow of knowledge because the calculated value is less than table value at 5% level of significance. But successful implementation of KM strategy requires the efforts of CKO. KM team supports the **Chief Knowledge Officer** (CKO) in implementation KM strategy. CKO with his or her team of people has collective responsibility for achieving the objectives of implementation of KM strategy. Selecting the right people for this team is the major responsibility of CKO. This KM team will play a crucial role in the successful implementation of KM strategy.
3) Both Organizations have positive responses from the employees on their perception about KM strategies and their responsibility for acquisition and sharing of KM. This is based on the analysis as mentioned in the table 5.8. The chi-square test result also supports that there is no significant difference between opinions of the respondents of Infosys and Wipro with regard to their good knowledge or perception about KM strategies because the calculated value is less than table value at 5% level of significance. It may be suggested to define key **KM Performance Indicators** (KMPI's) and provide the narratives and discussion about strategic alignment goals, prioritization, plans and vision from top to the lower level managements. It is observed that employees are able to cope up with new practices of KM which in turn helped them in improving knowledge. For enhanced results organizations are suggested that they may conduct **The After Action Reviews**. The after Action Review (AAR) is a post-shift team discussion that incorporates and integrates both technical information and human factors. It is the primary tool for incorporating the actions or day’s events into the learning cycle. It provides a forum for determining the roots of crew performance successes and failures. In the event of failure, it provides a forum for developing strategies for mitigating causal factors in the future. They assist in establishing a common crew perception of the events of the day. It provides practice for crew communication and for conflict resolution between team members. It provides a place to establish, emphasize, and reinforce group norms.

4) Management consults the employees before launching new strategies and also guides them in difficulties faced during implementation. This is based on the analysis as mentioned in the table 5.7. The chi-square test result also supports that there is no significant difference between opinions of the respondents of Infosys and Wipro with regard to the
management consulting the employees before launching new programs because the calculated value is less than table value at 5% level of significance. Both Organizations provide opportunity to the employees to participate in national and international knowledge sharing groups. In addition to the above it may be suggested to establish **External Networks** in the organization because these external networks are the external knowledge sources. They include customers, suppliers, competitors, partners, mergers, etc. It is also a key element during the cooperation process to ensure that the right knowledge is transferred and integrated into the organization.

5) Both Organizations allocate funds to implement KM activities and also keep good track record in implementing KM initiatives. This is based on the analysis as mentioned in the table 5.18. The chi-square test result also supports that there is no significant difference between opinions of the respondents of Infosys and Wipro with regard to the budget allocation for implementation of KM activities because the calculated value is less than table value at 5% level of significance. Still it can be suggested to the respondent organisations to support KM practices by word and deed for enhanced outcomes from KM practices.

6) As it is observed that employees do participate in the successful knowledge management implementation, for reinforcing individual participation organizations need to have commitment by aligning incentive programs with the performance goals and milestones. This is based on the analysis as mentioned in the table 5.29. The chi-square test result also supports that there is no significant difference between opinions of the respondents of Infosys and Wipro with regard to the successful implementation of KM practices in their organization because the calculated value is less than table value at 5% level of significance. **The performance management strategy** should include a system for
motivating initial participation, rewarding individual contribution, recognizing exceptional accomplishments, coaching reluctant agents, and addressing areas of weakness. Incentives, rewards, and recognition can take many forms — executive acknowledgement at company meetings, publication in the organization’s newsletter, movie tickets, dinners out, public charts tracking participation, metrics showing the reduction in call times or the rise of self-service activity, and more. Whatever the organization decides, incentives and rewards should be of real value to the recipients and visible to senior management.

**Role of IT in the KM practices:**

1. Both Organizations proved that Internet & Computer technology helped in enhancing organizational performance. This is based on the analysis as mentioned in the table 6.2. The chi-square test result also supports that there is no significant difference between opinions of the respondents regarding the above said statement because the chi-square value is less than the table value at 5% level of significance. But it has been observed that **E-learning**, have not reached the employees completely. Hence it may be suggested as the executives are still need to understand how they have to deal with emerging technologies and using them effectively and efficiently to acquire, share and disseminate the knowledge. Moreover IT departments need to understand how they can best operate within the larger scope of the organization. Both executives and IT staff need to accept that understanding the uses of technology is a continuous process.

2. It is observed that both the Organizations are using a software to update KM practices and provide interdepartmental IT training. This is based on the analysis as mentioned in the table 6.8. The chi-square test shows that there is no significant difference between opinions of the respondents regarding the above
said statement because the chi-square value is less than the table value at 5 % level of significance.

3. It is also identified that **ERP package** which is helping them to a greater extent in implementing KM practices. This is based on the analysis as mentioned in the table 6.9. The chi-square test result also supports that there is significant difference between opinions of the respondents regarding the above said statement because the chi-square value is more than the table value at 5 % level of significance. Further the Technology helps in using the limited resources of knowledge in the organization. The Knowledge Technology does not merely help in matching user’s needs with knowledge resources, but also helps in taking decisions in global and futuristic perspectives. It may be further suggested to the sample organization to establish **Knowledge Centers**. These centers help in networking knowledge and people.

**References:**

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