CHAPTER-V

FINDINGS, RECOMMENDATIONS AND CONCLUSION

The previous chapter explained the detailed analysis of the study variables. Based on the statistical results that have been interpreted in this research work, the major findings of the study are presented in this chapter.

The objective of the study is to know the Managers’ perception towards the implementation of Knowledge Management practices in NLC limited. The following findings are presented.

This study brings to light that the managers are highly satisfied with the knowledge creation process in the organization. But, the Managers are not much satisfied on the employees who have the questioning attitude. And managers feel that employees are spending too much of time for gathering and compiling data from many sources.

The overall mean score indicates that the implementation of knowledge acquisition is found to be at a higher level. However, the managers state that the organization is doing better to capture the technically knowledgeable person from outside of the organization to solve the problems related to services or products. But, there are many practical difficulties to hire appropriate knowledgeable persons.
While this study has brought forward the fact that the knowledge transfer process is at a higher level, the employees’ willingness to share their knowledge with co-workers and the experienced employee’s willingness to transfer their skills to the junior staff are found to be at a lower level.

It is found that the employees incorporate their learned operating experience in work practices, manuals, procedures and decision making. Employees effectively utilize others skills and expertise knowledge utilization process are found to be high.

The implementation of knowledge retention is found to be at a higher level. Managers state that the employees have appropriate fundamental knowledge about the plant. Employees have specific system and technology knowledge to enable the work effectively and safely. But, there is a need of critical skill and experienced employees due to unexpected departures.

As per this study the NLC managers agree that their organization has the higher level of knowledge accumulation practices. Further, it is found that employees make the task design and development based on the corporate data base. Employees try to store the database record when they come to know, how the new task should be designed and developed. They try to store legal guidance and policies related to the tasks. It is found that the managers accumulate all relevant information. Then, they develop the
new design. But, summarized the accumulated result is found to be at the least level.

Employees learn necessary knowledge for new tasks and they refer the best practices and apply them into their tasks are found to be the higher level of knowledge internalization process. But, educational opportunity and use of internet to improve the knowledge internalization are found to be at lower level.

Implementation of knowledge sharing practices is found to be higher level. Employees are sharing the information and necessary knowledge for tasks. They improve the task efficiency by sharing information and knowledge, they develop information systems like intranet and electronic bulletin board to share the information and knowledge and they are promoting information and knowledge with other teams are found to be higher level of knowledge sharing practices.

The Managers’ also agree that their organization has excellent platform for implementing Knowledge Management practices. Here, knowledge sharing, knowledge creation, knowledge retention, knowledge utilization, knowledge transfer are found to be the higher level. But, knowledge acquisition, knowledge accumulation, knowledge internalization are the practice found to be the least level.

The Managers’ have opined that the NLC has an excellent platform for implementing Knowledge Management practices. But some of the
Managers’ feel that the organization should capture the relevant technical based knowledgeable person from outside the organization to resolve the issues related to the products as well as services.

The objective of the study is to find the Managers’ attitude about the organization culture, organization structure, organization strategy, training and human resources practices and organization support of the NLC limited. The following findings are available here.

The finding states that the managers agree that their organization has excellent organizational culture practices. However, they felt that the involvement and consistency are found to be at the higher level of organizational culture. But, mission and adoptability culture are at the least level.

It is learned that the organization strategy is excellent according to the managers of the organization. Analysis strategies, proactiveness strategy and defensiveness strategies are applied frequently. But, the application of futurity strategy is found to be at moderate level in NLC.

Managers have agreed that their organization has excellent practices for training and human resource development. However, managers express that the organization is doing better in the training related practices than the human resource related practices. It is found that the organization is
providing very good training practice, when compared to human resource related practices.

The Managers’ feel that the organization has given more support on the advanced operational system than the information system and technology support.

The Managers’ perceive that the organization has excellent organizational structure practices. However, centralization structure is found to be higher than the formalization structure.

Managers agree that their employees are highly task oriented. They have the ability to do job, knowledge, productivity, creativity. However, employees who have higher level of relationship oriented job performance, are highly loyal to the supervisors, punctual, good communication skill and very honest.

*Job performance level is found to be higher among the employees based on the Managers’ opinion. However, relationship oriented job performance is higher than the task oriented relationship performance.*

*Majority of Managers’ have positive attitude on NLC’s organizational culture, structure of the organization, strategy adopted by the NLC, training, human resource practices and organization support to its employees.*
The objective of the study is to find the influence of organizational culture, organizational structure, organizational strategy, training and human resource practice and Knowledge Management practices. The following finding answer this objective.

Involvement has higher level of relationship with knowledge acquisition, knowledge transfer, knowledge retention and knowledge sharing. Adoptability has higher level of relationship with knowledge creation and accumulation. Mission has higher level of relationship with knowledge utilization and knowledge internalization. But, consistency has the least level of relationship with Knowledge Management practices.

It is found that organization structure is related to organization strategy. Centralization and formalization is highly related with knowledge creation, knowledge retention. But, centralization and formalization have the least level of relationship with knowledge sharing and acquisition.

The study shows that the organizational strategy has relationship with Knowledge Management practices. Here, defensiveness, futurity, proactiveness strategy are highly related to knowledge transfer and knowledge utilization. Analysis strategy has the least level of relationship with Knowledge Management practices.
As far as training and human resource practices are concerned with Knowledge Management practices. Training and human resource practices are highly related to knowledge utilization.

The organization support is related to Knowledge Management practices. However, organization support is highly related with knowledge transfer.

The Knowledge Management practices are related to job performance of the employees. However, knowledge utilization and knowledge creation have higher level of relationship with task and relationship oriented performance.

The adoptability culture is highly related to task oriented and relationship oriented job performance.

Futurity strategy is highly related to task oriented job performance and relationship oriented performance. But, analysis strategy has the least level of relationship with task oriented job performance and relationship performance.

Training related practices have higher level of relationship with task oriented job performance. Human resource practices are highly related to job performance of the employees. But, human resource practices have the least level of relationship with task oriented performance. Training related
practices have the least association with relationship oriented job performance.

The organization culture dimensions significantly and positively influence the Knowledge Management practices. When the employees are having higher level of involvement and mission, they are highly influenced by the Knowledge Management practice.

Based on the research, organization structure dimensions significantly and positively influence the Knowledge Management practices. But, centralization structure is found to be the least level predictor on the Knowledge Management practices.

The organization strategy dimensions proactiveness, futurity and defensiveness significantly and positively influence the Knowledge Management practices. Proactiveness and futurity strategy highly influence the Knowledge Management practices. However, defensiveness is found to be at the least level of predictor on the Knowledge Management practices.

The human resource practices and training related practices significantly and positively influence the Knowledge Management practices, than the training related practices.
Organization culture dimensions significantly and positively influence the Knowledge Management practices. Organization structure dimensions significantly and positively influence the Knowledge Management practices. Organization strategy dimensions such as proactiveness, futurity and defensiveness significantly and positively influence the Knowledge Management practices. Human resource practices and training related practices significantly and positively influence the Knowledge Management practices, than the training related practices.

The objective of the study is to analyze the impact of implementing the Knowledge Management practices on job performance of the Managers in NLC limited. The following finding are answered in this objective.

The organization culture significantly and positively influence the job performance. When the employees have higher level of adoptability and consistency with organization culture, they perform very well in the job performance. But, involvement is found to be at the least level of predictor on the job performance. However, mission culture does not influence the job performance of the employees.

The organization structure significantly and positively influence the job performance. Centralization structure highly influences the job performance.
The organization strategy significantly and positively influence the job performance. Futurity and defensiveness organization strategy highly influence the job performance of the employees. But, analysis and proactiveness strategy do not influence the job performance.

The training related practice significantly and positively influences the job performance. But, human resource practice does not influence the job performance.

The organization support significantly and positively influence the job performance. Advanced operational support highly influences the job performance.

The Knowledge Management practices significantly influence the job performance. When the employees have higher level of Knowledge Management practices their job performance increases. But, knowledge transfer is found to be at the least level of predictor on job performance.

It has been found that the impact of implementing Knowledge Management practices in NLC could be observed both tangibly and intangibly. This has been proved that the performance of NLC enhances year by year. The wellbeing and quality of work life of Managers’ are excellent.

The objective of the study is to know the difference of opinion towards implementation Knowledge Management practices based on
demographical profile of the managers. The following finding answered this objective.

All the age group of employees view the implementation Knowledge Management practices in a similar manner. All age group managers perceived that Knowledge Management practices is at the higher level.

Knowledge acquisition, knowledge creation, knowledge transfer and knowledge accumulation significantly vary based on gender of the managers. It is found that the female managers highly rate the Knowledge Management practices more than the male managers.

Knowledge acquisition, knowledge creation, knowledge transfer, knowledge retention and knowledge sharing significantly vary based on the marital status of the managers. We also find that the unmarried managers highly perceive the Knowledge Management practices more than the married managers.

Knowledge acquisition, knowledge creation, knowledge transfer, knowledge retention and knowledge sharing significantly vary based on the family living system of the managers. It is found that the joint family respondents highly perceive the Knowledge Management practices more than the nuclear family respondents.

The knowledge creation, knowledge accumulation and knowledge internalization significantly vary based on birth order of the respondents.
The manager’s opinion towards the implementation of Knowledge Management practice vary based on their education level.

The manager’s opinion towards implementation of Knowledge Management practice vary based on their working department.

The implementation of Knowledge Management practice vary based on the manager’s experience.

The implementation of Knowledge Management practice vary based on monthly income of the managers.

The manager’s opinion about the implementation of Knowledge Management practice varies according to the number of subordinates managed by the managers.

The employees who have exercise habits, highly perceive the Knowledge Management practices more than who don’t have exercise habits.
Recommendations

The employees take too much of time for gathering and compiling data from many sources. It should be minimized by the way of easy networking.

Knowledge acquisition practice is high in the organization. But, there is difficulty in hiring the appropriate person to solve the particular problem. Hence, the organization should identify the specialized person in all fields like machine oriented, employee oriented, stake holder oriented etc.

There is a problem in transferring the expertise employees knowledge to the junior staff. Hence, it is suggested that junior staff should try to approach the experienced person and actively involve with them, get the experienced skill from the managers. When the junior staff politely approaches the seniors, they can learn more from the senior employees.

Knowledge utilization process is high, hence it is suggested that the organization should make the employees to effectively utilize each others’ skill and expertise.

The shortage of critical skill and experienced employee during the unexpected departure and retirement. Hence, it is suggested that the organization should develop more number of critical skilled employees and encourage them for knowledge retention practices.
Employees are advised to update the knowledge to perform the new task.

Managers state that the organization culture of NLC is excellent. They all work with involvement and consistencies. But, the mission of the organization is perceived at lower level among the managers. Hence, mission of the organization should be clearly explained to the employees.

The Managers’ highly perceive that their organization has better level of organizational strategy. However, futurity strategy is found to be at a lower level. The use of futurity strategy has to be addressed properly.

The organization is taking better efforts in practices than human resource practices. Hence, it is suggested that the organization should try to focus upon human resource related practices.

Managers state that the organization gives more weightage for advanced operational support system. This support should be continued and also given equal importance to information system and technology support.

Organization culture has higher level of relationship with Knowledge Management practices. However, consistency cultures have the least level of influence on the Knowledge Management practices. Hence, it is the recommended that the organization should improve its clear and consistent set of values in order to solve the difficult issues. There is a need for easy way of coordination for various projects in different parts of the organization.
The employees perceive that the organizational structure and Knowledge Management practices are closely related. Hence, it is recommended that centralization structure and formalization structure should be given more weightage. It helps to increase knowledge sharing and knowledge acquisition process among the employees.

Organizational strategy influences the Knowledge Management practices. But, analysis strategy is found to be the least predictor of the Knowledge Management practices. It is recommended that the organization should try to analysis clearly before making the major decisions.

Training and human resource practices have more relationship with knowledge implementation factors. Hence, the organization should give more focus on training and human resource practices in order to enhance the effect of implementing Knowledge Management practices.

Organizational support influences the Knowledge Management practices. But, it is highly related to knowledge transfer process more than the other Knowledge Management process. Hence, organisation should support other Knowledge Management practices like knowledge acquisition, knowledge creation, knowledge utilization etc.
Knowledge Management practices influence the job performance of the employees. Here, knowledge utilization and knowledge creation highly contribute towards the job performance of the employees. Hence, the organization should give more importance towards the Knowledge Management utilization, knowledge creation practices and also give weightage on knowledge accumulation, knowledge transfer, knowledge retention, knowledge acquisition, knowledge internalization and knowledge sharing.

**Training and human resource practices have more relationship with knowledge implementation factors.** Hence, the organization should focus on training and human resource practices in order to enhance the effect of implementing Knowledge Management practices. Knowledge Management practices influence the job performance of the employees. Here, knowledge utilization and knowledge creation highly contribute towards the job performance of the employees.
Scope for Further Research

This study analyses the influence of organization culture, organizational structure, organizational strategy, training and human resource practice on Knowledge Management practices of the employees. Further, we can study the other variables like personality, locus and control, individualism and collectivism behaviour of the employees will be added as the influencing the variables of Knowledge Management practices.

This study examines the effect of Knowledge Management practices and job performance of the employees. Further, study will be carried out the influence of Knowledge Management practices on organizational performance.

This study has conducted the public sector of NLC Ltd., TamilNadu. The same study will be conducted the NLC Ltd., Rajasthan. It will help achieve the generalization of the study findings.

This study was conducted in the public sector of NLC Ltd., TamilNadu. The same study can extend to other public sector generation like BHEL, Trichy, SAIL, Salem for validation of research tool as well as private sector and make comparative analysis. The same topic may also apply to service sectors.
Conclusion

This study aimed to analyze the effect of implementing Knowledge Management practices in NLC limited. Here, organizational culture, organization structure, organization strategy, training and human resource practices and organizational support are considered as determinants of Knowledge Management practices. In order to answer the research objectives and research hypothesis appropriate statistical tools are applied. It is found that the determinant variables such as organizational culture, organization structure, organization strategy, training and human resource practices and organizational support highly contribute the Knowledge Management practices. Further, Knowledge Management also influences the job performance of the employees. Hence, it is stated that Knowledge Management practices have the direct relationship with job performance.

Knowledge Management has been highlighted in the organizations and business literatures rapidly. Currently the organizations attempt to respond the essential problems such as global competition, rapid advances in technology, compressed labour markets and change of demographic characteristics of society, but it is somewhat concerning. So, how the organizations administrate the enormous and increasing data and information savings are productive. All public and private organizations for development, growth and durability in the modern competitive context require the performance evaluation system in order to assess the efficiency and effectiveness of organization plans, process and their human resource.
Efficient organizations don’t suffice to data collection and analysis, but use this data for the improvement of organization and realization of duties and strategies. In other words they evaluate the Performance Management instead of performance.

Knowledge Management Implementation function is basically a logistic model in which the contribution of organizational knowledge accumulated by performing Knowledge Management for years starts with a slow down at some point in time to a mature level.

Power of Knowledge Management practices implementation to represent job performance of employees is tested statistically. It is proved that correlation between organization structure, organization culture, organization strategy, organization support, training and human resource practices and Knowledge Management practices.

Information technology has a strong impact on the effectiveness of components of Knowledge Management process. Especially, the internet may become a crucial factor for making Knowledge Management practices implementation successfully because the internet use in daily management activities render normal and essential. Based on this prospect, it is necessary to investigate the potential contribution of the internet and consider that it improves the Knowledge Management practice implementation. This study may trigger future researches in this challenging field of evaluation the Knowledge Management performance.