ABSTRACT

In the recent past, organizations and researchers have turned their attention to knowledge management (KM). Many disciplines have contributed to the growth and evolution of knowledge management. Consequently, KM has become a rich field of inquiry, and many disparate approaches and strategies have been suggested for managing knowledge. However, the effect of different KM strategies on organizational performance (OP) is not known.

The objectives of this study are to study the different types of Knowledge management strategies adopted in BHEL, Tiruchirappalli and to examine its effect on firm’s performance. The three types of KM strategies are: IT-centered KM strategy, capture-based KM strategy and learning-based KM strategy. Further, this study conceptualized long-term performance which is termed as organizational performance. The study linked the three KM strategies to organizational performance by integrating the insights from the literatures on Organizational Learning and Knowledge Management. It is argued that IT-centered KM strategies and capture based KM strategies in isolation do not yield organizational performance benefits, and learning-based KM strategies yield organizational performance. IT-centered KM strategies and capture based KM strategies are complementary to learning based KM strategy and yield better performance benefits when used simultaneously.

A model is developed and the relationships of three Knowledge Management strategies on organizational performance are tested. The model encompasses three KM strategies namely IT centered KM, Capture based KM and Learning based KM and organizational performance. To test the validity of model, the study employed Partial Least Squares- Path Modeling (PLS-PM) to Structural Equation Modeling.
This study ensures the construct validity of the measures used. The study has adopted disproportionate stratified random sampling to collect the primary data. Using a structured questionnaire, the primary data has been collected through comprehensive cross sectional survey method among the executives.

This document explains the research model and its empirical testing in a public sector organization in Tiruchirappalli district. The findings of this study suggest that there is a relationship between IT centred KM strategy, capture based KM strategy and learning based KM strategy with organizational performance, however the relationship between learning based KM strategy and organizational performance is stronger. IT centered KM is divided into two dimensions namely IT support for KM and IT process for KM. Furthermore Learning based KM strategy yields organizational performance whereas IT support for KM, IT process for KM, Capture based KM strategy do not yield organizational performance. A combination of IT support for KM and learning based KM also yield organizational performance. Thus this study has integrated the literatures on Organizational Learning and Knowledge Management to comprehensively examine the relationship between KM strategies and firm performance. Consequently, this study extends the research and practice of knowledge management by explaining which knowledge management strategies influence firm’s performance and why.

**Key Words:** Knowledge Management, Knowledge Management Strategies, Organizational Performance, PLS-PM.