Chapter 6

Results of Research Work
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6.1 Research Results in a Nutshell

The prominent results based on this research work are discussed as follows:

- For any organisation to perform well, the employees doing the regular work in a better way is not enough. In today’s knowledge based era, it is imperative that the employees can clearly understand the technological changes and communicate the same to their fellow employees in a clear way. Through the current study, it is revealed that people do agree with this perspective but they still lack the desired efficiency which can bring a sea change in the work culture of the organisation.

- Once the changes related to the latest technologies are implemented, it becomes imperative that the employees accept these changes and welcome them and do not take it as a burden or something that is being thrust on them. But through this research work, it seems as most of them are clinging to their shells and are not yet ready to come out of their comfort zone. Only few of them are able to see the positive aspect of the technological changes related to knowledge management at the workplace.

- Organisational competencies also include altering one’s behaviour to the rhythm of change and side by side encourage others as well at the workplace. As work related to an enterprise is not about a single person/unit, but a joint effort; thus motivating others is as essential as
self effort. It was discovered in this study that where knowledge management related changes are concerned, people make good efforts in encouraging their colleagues for getting into the flow for such changes. Though some people will always be there who are either reluctant to do so or are too lackadaisical to make such efforts.

- Accepting the changes and implementing them is a good indicator but on the other hand accepting everything new without knowing the actual prospects and consequences can prove to be detrimental also. Thus it becomes imperative that employees make reasonable queries about the new knowledge management techniques to be implemented in the enterprise. Along with it, it is also desirable that employees seek to get acquainted about the particulars of such techniques. A good percentage of employees seem to be exercising this competency at their workplace in the current study i.e. inquiring about the details of the new techniques they are working upon and not just using them without knowing the facts.

- While using knowledge management techniques the employees should be able to identify the information requirements of their work and ought to work in the direction of obtaining it if something is deficient. It became clear through this research work that most of the people do not find themselves capable enough in stating the missing knowledge requirements.

- A significant organisational competency is to organize, categorize and store the work related data and information properly because only then can important knowledge be retrieved as and when required. It has been found out that majority of the people who participated in the study, feel confident in this competency area. This can prove to be a
strongpoint for any organization as knowledge is the potent instrument in today’s world.

- Organising and categorizing data and information is indispensible for any enterprise. Additionally, its further processing in the form of identifying and explaining any new trends/patterns that are observed is equally significant as it provides dynamism to the process. Until and unless the stored information is analysed time and again in reference to continuous changes, there is threat of its getting stagnant. It was observed in the current study that people on an average are deficient in identifying new trends in the stored information – either they are ignorant or disinterested or have low/average skills.

- One of the essential competencies that an employee should possess while working on the knowledge management applications is to be able to decipher any cause and effect relationship/association between the various problems studied. As far as the present research work is concerned, it is seen that majority of the people do not venture into this field with depth. They carry out such task but superficially. A serious effort in this direction is lacking.

- Once a person is engaged in the analysis of information at hand, he/she becomes adept (with time) in identifying the areas where further monitoring is required. The current research work has proven this point, clearly showing that majority of the people are able in identifying which processes or areas need to be monitored, though the need of further enhancement of skills is felt.

- The success of knowledge management activities is dependent on the regular review of the diverse activities carried out at the work place.
This study shows that most of the employees do take the regular review process seriously and are competent enough to do so. It is a good signal for any organization.

- Sometimes it is helpful to use or arrange for extra resources (apart from the usual resources provided by the organization) for getting that extra edge/proficiency in the workplace related critical tasks. Most of the people studied in this research work have accepted in making these extra efforts for fulfilling their important tasks successfully.

- Sharing the structured knowledge with the colleagues is considered to be crucial for any organization, as only then, the entire manoeuvre can bear fruits. Though some people are reluctant in sharing their knowledge with others, but on an average most of them believe in sharing the knowledge in a structured manner.

- This research work shows that people make use of specialized knowledge management tools in sharing the structured knowledge but not in the manner that is considered satisfactory. People have accepted that they are still deficient in making good use of e-correspondence, bulletin boards, etc. at the work place.

- In today’s knowledge-based economy, the use of wikis or internet based research is important for collecting and categorizing knowledge. But the current study reflects a dull response on this front. Though most of the people are acquainted about these, still they are unable to use them with confidence and fluency.

- In the case of usage of blogs as a means of posting messages related to the work or for the purpose of official communication, the people are least informed and interested about the usage. Blogs are the least
popular knowledge management tool used by the people at their workplace as revealed by this research.

- Social networking sites in general, are very popular among the people nowadays. But when it comes to the use of this particular aspect of technology for work place related activities, the usage is on the lower end of the graph i.e. it is not used so enthusiastically. This study shows that people use these sites for personal purpose and not for professional purpose.

- Cloud computing techniques are one of the emerging fields for the application of knowledge management tools. As exposed by this study, there are many such people who do not possess any knowledge about it, at least not related to their work. And those who possess such knowledge either do not make use of it or the use is not in a way they are supposed to exercise it.

- It is expected from the employees of any organization that if they are asked to provide any information, then they should pass it on in a structured manner. This research work shows that though people are competent enough in this field, yet they lack the expertise in delivering the same. This is a matter of concern. As, whatever information is collected if not communicated orderly, then it is definitely going to cause trouble in the further processing in the organization.

- It is imperative for the people to search for new technologies on the internet for the purpose of collection and storage of knowledge because it is not only beneficial for their organization but also for enhancing their competencies at the work place. But as revealed in this study,
most of the people have average level of such skills. Only some people are expert in searching for advanced tools and technologies.

- In an organization the work is carried out by joint effort, hence it becomes necessary for the employees to discuss among themselves about the latest development in data organizing methods. Results of this research work show that majority of the people have average skills or expertise in discussing the new technologies related to data management.

- In order to enhance the general competency level concerned with knowledge management, the employees ought to attend different workshops and seminars that focus on polishing the IT skills. This study shows that only few people are serious enough in this matter. A good percentage has accepted that though they know that attending such seminars, etc. is beneficial, yet they do not put their serious efforts in it. This approach can prove to be detrimental for future growth.

- Along with seminars, workshops, etc. brain storming exercises in the organization are equally significant. These act as an eye opener in many respects, remove misconceptions and set ground for new ideas. The current research work shows that most of the people have good interest in such sessions and they have average to satisfactory skills in this particular competence area. This positive attitude proves to be beneficial both for the individuals and the organization in the long run.

- Working on the knowledge management applications first requires the skill of identifying the knowledge analysis techniques. With respect to this competency, it has been found out that people feel more confident
but still specialized grooming is required. It is thus revealed that people are conceptually ready to adopt and work on advanced techniques related to knowledge management.

- It is observed in this research work that people find themselves competent enough to document and report the analyzed data of the respective organization on a regular basis. Documentation and reporting of data is as vital as identification of analysis techniques. Strengthening of this competence area is imperative for a strong knowledge management base of an organization.

- Regarding the competency of the use of reports, databases and other electronic forms of information, majority of the people are found to have low to average skills. If people document and report the data on regular basis, then they ought to emphasize the use of electronic form of information storage also. Thus this research work reveals that this competence area needs to be strengthened.

- It is also revealed in this research that majority of people have more than average level of competency where working on knowledge applications (for producing result oriented work) is concerned. This clearly shows that the usage of knowledge applications is gaining momentum in the organizations.

- Though the usage of computers and other electronic media has been widely spread in organizations now, yet it is observed in this research work that these media are still used primarily for speeding up the work processes. The usage of knowledge management techniques is still found to be at the level of infancy. People, in general, acknowledge the importance of these techniques and competencies; but, practical
implementation is neither up to the mark, nor is there any awareness about the fruitful future implications. Overall, the efficient usage of the resources as per the availability, in terms of knowledge management is not satisfactory, and this is a misconception in the minds of people that they are adept at the use of knowledge management techniques.