Chapter 7

Suggestions For Knowledge Management Based Competence-Performance Enhancement
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SUGGESTIONS FOR KNOWLEDGE MANAGEMENT BASED COMPETENCE-PERFORMANCE ENHANCEMENT

Two reasons have been the core for the under-utilization of the organizational knowledge:

- The principal reason is the reluctance of the employees to divulge the tacit knowledge. An employee sees it either as a threat (because he fears losing his job on the grounds of competition), or finds the sharing of information a time-consuming and mundane work for which he does not gain any incentive.

- Secondly, most of the organizations lack the proper modus operandi, framework, tools and technologies to amass the freely flowing intellectual capital, which goes unused and totally wasted. The acknowledgement of the wasted capital and timely investment in accumulating this asset and thereafter proper utilization for decision making is not yet achieved on a large scale.

Based on the results of this research work, suggestions are provided to be followed at both, the individual level as well as the organizational level.

7.1 Suggestions for Employees

- From the point of view of an employee, the competency level needs to be enhanced in terms of demonstrated ability, understanding, integrating actions with understanding for future adaptation and finally the ability to perform a set of tasks with judiciousness.
• For the given purpose, the first and foremost requirement for an employee is to understand his ability in terms of understanding and clarification and reaction to technological change with respect to knowledge management tools and techniques. Until and unless an employee can judge his level of knowledge, skill, attitude and capability, the function of reforming or upgradation or any other change is not possible.

• A person should not confine himself within the limits of the tools and technologies provided by the organization. The era of internet has opened up several avenues where open source and freeware is also available for one’s usage. As an individual, one should explore this vast universe on his own so as to strengthen his searching and analyzing capabilities.

• Knowledge sharing and searching methodologies should be organized, or practiced regularly with regular self assessment. Brainstorming sessions, seminars, symposiums or conferences should be selected and attended with great deliberation and not just for the sake of doing it.

7.2 Suggestions for Organizations

• The current state of organizational competencies in reference to knowledge management is not very clear in most of the organizations or institutions which make use of knowledge management based tools and techniques. A majority of organizations today adopt the knowledge management techniques just for the sake of simplicity, ease and quickening the work process a bit. The use of computers and computer aided tools and techniques is mainly brought into use for reducing redundancy,
centralizing certain work processes and decreasing the information access time. The widely used tools and techniques which may be open source or proprietary can help bring a sea change in the overall working of the system, and this needs to be equally understood both by the management as well as individual employees.

- The working of every organization is common on some grounds and different on others. Every enterprise gets a blueprint planned and prepared for the physical assets to be acquired. Similarly, knowledge as an asset should be seriously acknowledged. The next step should be identifying the knowledge contexts, the knowledge sources (explicit/tacit/self-transcending), knowledge seekers (acknowledged/potential), knowledge management based tools and techniques (both available and required), available knowledge acquisition system/processes, the channels for disseminating the acquired knowledge and methodologies for regeneration of knowledge.

- The organizations should ensure that the right type of competencies, related with knowledge management, are addressed and they should be further reviewed and updated on a regular basis. The review should be based on how much the employees practice on the knowledge management techniques and if they are capable to identify any requirement of changing the existing pattern.

- The objective should be to synthesize the relevant knowledge management based work from various disciplines, as it will shape the understanding of knowledge management as a whole in an organization.
• The techniques and tools adopted/designed-installed to support and supplement organizational knowledge management ought to be guided by an understanding of the nature of organizational knowledge and competencies. Then only they will be able to enhance the knowledge management activities of the employees collectively.

• The interest in and frequency of usage of knowledge management techniques (while performing the assigned tasks of the organization) should be included in the overall appraisal of an employee, so that these practices can be sustained in the organization. As a result, employees not only themselves participate actively and but also motivate others for such endeavours.

• The research work has shown that there is association between competencies of ‘frequent use of cloud computing based resources for data storage’ and ‘work using knowledge applications to produce substantial or result oriented work’. It clearly shows that the people who like to work on knowledge applications for producing substantial results at their workplace are more likely to use cloud resources for their data storage as compared to other employees. Keeping this association in mind, people having such competencies should be recognized at initial level only and then these employees should be the first target for initiation of training for advanced cloud computing usage within the wide knowledge management based applications in an organization.

The preliminary condition for the adoption of knowledge management applications is to prepare the organization for accepting and utilizing the new
processes. This preparation includes seasoning of the existing organizational culture by supporting and facilitating the sharing of organizational knowledge.

Another important aspect is that knowledge management is a dynamic set of processes and applications that are concerned with – individuals, groups and organizational frameworks. Thus it should always be kept in mind that knowledge management is not an isolated concept but an inclusive one that includes different facets at any point of time in an organization.