CHAPTER 7

CONCLUSION

The growth of manufacturing cluster seeks the availability of employees with sector specific skills and hence there is a need for systematic process to build the capacity of employees and increase organizational performance to be proactive to the changes in the environment. Knowledge is the only asset which cannot be easily imitated by others in the competitive environment. Knowledge management is gaining significance and needs a process for assessing the KM capacity and building it for increasing productivity, sustainability and organizational effectiveness.

This study identified the current KM practices prevalent in firms in the pump manufacturing cluster and the extent to which the KM practices build the capacity of employees for improved work performance in the first phase. The second phase of this research applied the concept of capacity building for evaluating the capacity of prevalent KM practices among firms in the pump manufacturing cluster in Coimbatore. This phase mapped the capacity of the KM practices on the GRID and identified the low capacity KM practices. The third phase developed strategies to build the capacity of KM practices in the organizations. The results imply that prevalence of KM practices enhance the work performance of employees and provided a methodology to diagnose, assess and build the capacity of KM practices.
The study presented here strongly suggested that increased levels of KM practices will lead to increased employee work performance. This will further have a greater influence on the organizational performance (Carlucci & Schiuma 2006; Anantatmula 2007; Sigala & Chalkiti 2007). This indicated that creating, acquiring, sharing, storing and utilizing the knowledge will enhance the human capacity. Practicing knowledge management in organizations will translate into improved efficiency of work outcomes, reaching higher levels of effectiveness in job and also ability to meet the timelines and goals set in the organizations. This gives rise to second-order benefits of increased organizational performance which will lead to sustainability and competitive advantage. The micro, small and medium business sector faces a persistent dilemma that they often lack human skills to modernize and compete (Evans 2013). This study showed that employees’ capacity can be built and they tend to perform better if adequate knowledge is available to them for utilization.

7.1 LIMITATIONS AND SCOPE FOR FURTHER RESEARCH

Limitation of this research was that the whole motor and pump manufacturing cluster was considered for the study. All the firms in the cluster tend to have the same characteristics, face similar challenges and competition. So emphasis was not given to individual firms to diagnose and assess the KM practices. Hence the results were generalized for the whole cluster and not to individual firms. The study can further be extended to individual organizations to develop better insights about the KM practices.

The study can further be extended to understand other knowledge management facets like knowledge identification, knowledge capture and knowledge refinement within the organization. Understanding the
relationship of these practices with the work performance is one potential research area for further studies. Also that the KM Capacity Assessment GRID can be applied to other manufacturing clusters like pharmaceuticals, garments and textile products, chemical and plastics etc., including artisan product development for building the capacity of KM function. This leads to inclusive growth of all the sectors, paving way to sustainable growth of organizations, thus developing the country’s economy.