



## KNOWLEDGE MANAGEMENT INITIATIVES IN EDUCATION

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### ABSTRACT

*Information practices and learning strategies known as Knowledge management are gaining importance in Education. The democratization of data and sharing of information induces people to contribute, participate, to interact, to learn and grow allowing them to achieve their goals. The Author explores how education industry can promote knowledge management initiative. The researcher has tried to understand how Organization culture, Employee participation and Information and communication technology impact Knowledge Management Initiatives in Education Industry.*

**Keywords:** Knowledge Management Initiatives, Organization culture, Employee participation, ICT, Education Industry.

### INTRODUCTION:-

Today management professionals need to be efficient to tackle problems from cross functional, cultural and ethical perspectives and equipped with skills to bench mark for global leadership positions. Use information technology based tools for admissions, registrations, time table processing, performance evaluations of their faculty, students, staff and administrations has lead to paradigm shift in Management Education institutes. Knowledge management increases the ability to learn from its environment and to incorporate knowledge into the business processes by adapting to new tools and technologies. The new source of wealth is knowledge, and not labor, land, or financial capital. It is the intangible, intellectual assets that must be managed. The key challenge of the knowledge-based economy is to foster innovation.

In this paper researcher aims to study the knowledge management initiatives that are implemented in Management Education and factors that impact knowledge management initiatives.

### LITERATURE REVIEW:

**Dorothy (2006)** uses case study method to examine how organizational culture influences knowledge management initiatives. Researcher points out that Organization Culture emphasizes individual, hence Organization culture influences Knowledge Management initiatives as well. Individualistic culture inhibits knowledge sharing and ownership, while a co-operative culture enables the creation of virtual communities. However the researcher has not discovered how Information technology impacts Knowledge Management Initiatives.

**Bhattacharya and Chaudhury (2004)** studied different types of knowledge management initiatives. The researcher had suggested effective ways to translate the institution's ongoing experience into knowledge. Researcher pointed that the Tacit knowledge of the employee should be turned it into a corporate asset using Knowledge management initiatives. He also stated that Knowledge Management initiatives should depend on business objectives of the organization since this can get competitive edge over the rivals.

**Jarrar and Zairi (2010)**, identified the critical success factors and best practices of knowledge management through analyzing the experiences of several organisations. He stressed on knowledge connectivity, access, and transfer through implementation of information technology. Researcher revealed that organizational culture also has a strong impact on knowledge management initiatives. The researcher has not mentioned about the Employee involvement for successful implementation of Knowledge management initiatives. The researcher mentioned that successful KM is 10% systems and IT and 90% people and culture.

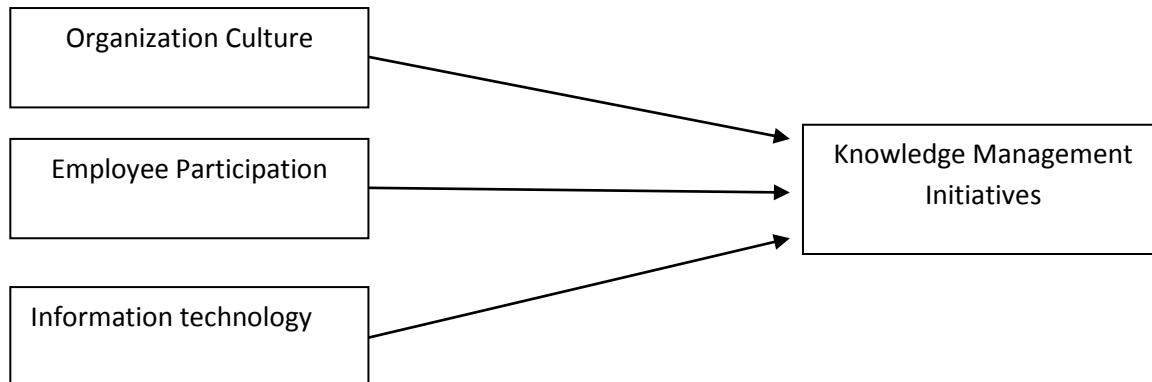
**Wang and Noe (2010)**, researched that the success of knowledge management initiatives depends on knowledge sharing. He found that a culture emphasizing trust, open communication, support from superiors and innovation is conducive to knowledge sharing. The author has stressed on the impact of organization culture and other Human resource practices on successful implementation of knowledge management initiatives. However he has on stressed on the importance of information technology.

**Griffith University School of Management & BML Consulting (2002)** Knowledge Management Research Report shows that The organization does not demonstrate a relationship between the importance of KM and the achievement of organizational goals. The organization uses KM procedures and tools and it is recognized that KM brings some benefit to the business. The organization has an integrated framework of KM procedures and tools, but there are some technical and cultural issues still to be overcome.

#### **OPERATIONAL DEFINITION:**

Knowledge management is essentially about getting the right knowledge to the right person at the right time.

**Conceptual Model:**



**Figure1: Conceptual model.**

Researcher has proposed to study following conceptual model in this paper. Researcher is probing how three variables i.e. Organization culture, Employee participation and Information and communication technology infrastructure have impact on Knowledge Management initiatives in Management Education.

**RESEARCH OBJECTIVE:**

All management institutes strive hard to achieve top position in their continuous ratings by news papers and business magazines for competitive advantage. Sharing knowledge among faculty, staff, students, course, programs, placements and administration is usually done in all management institutes. Interaction, transfer and sharing of knowledge are very much critical to success of any management institution.

This study is aimed to study the factors which have an impact on knowledge management initiatives in a Management college.

Thus the Objective of the Study is:

**To study the factors those have an impact on knowledge management initiatives of Management Institutes in India.**

**Hypothesis of the Study:**

**H1:** There is a significant impact of Organization Culture on the Knowledge management initiatives in Management education.

**H2:** There is a significant impact of Employee participation on the Knowledge management initiatives in Management education.

**H3:** There is a significant impact of Information and communication technology on the Knowledge management initiatives in Management education.

### **RESEARCH METHODOLOGY:**

#### **Research Design:**

In this study descriptive research design has been followed to find the impacts on knowledge management initiatives.

#### **Data Collection:**

In the present research both primary and secondary data has been used. The secondary data like knowledge management research report – India has been used to find out if top corporate companies had knowledge management programs. The secondary data had also been used to find various Knowledge management initiatives and their benefits. Primary data is collected through Survey method. The instrument used for the present study to determine the impacts on knowledge management initiatives is structured questionnaire.

#### **Research Instrument:**

For the purpose of this study researcher developed a questionnaire which was determined through literature review. There are 11 dimensions developed to measure knowledge management initiatives, 7 dimensions to measure organization culture, 4 dimensions to measure Employee participation and 5 dimensions to measure Information and communication technology infrastructure. All these variables are measured using Interval scale i.e. 5 point likert scale.

#### **Sample Design:**

Population of the study comprises of teaching and non-teaching staff members from the management education institutes. The staff members of Education institutes are the beneficiaries of various knowledge management programs.

#### **Sample size:**

A sample of 30 respondents from different management colleges were selected on the basis of non-probabilistic Convenience sampling as it well suits the descriptive research to study

respondents specifically from management colleges. After scrutiny of filled questionnaire 22 were found to be fit for the analysis.

**DATA ANALYSIS AND RESULTS:**

We have used K-S test, Cronbach alpha test, Descriptive Statistics and Regression Analysis Technique to analyze our collected primary data.

**1. K-S test to check the Normal distribution of measured variables**

**Table1: K-S test for Normality**

| K-S test for Normality      | Significance level |
|-----------------------------|--------------------|
| Knowledge management mean   | 0.68               |
| Organization culture mean   | 0.493              |
| Employee participation mean | 0.452              |
| IT and communication mean   | 0.759              |

The Significance value for Knowledge Management initiatives, Organization culture, Employee participation and Information and communication technology is > **0.05** thus all the values are normally distributed.

**2. Cronbach’s Alpha reliability measure:**

The reliability test was conducted on the questionnaire designed to elucidate good reliable responses from the respondents.

**Table2: Cronbach’s Alpha test for reliability**

| Variables                                | Cronbach's Alpha | No. of Items |
|--|------------------|--------------|
| Knowledge management initiatives         | 0.77             | 11           |
| Organization culture                     | 0.683            | 7            |
| Employee participation                   | 0.776            | 4            |
| Information and Communication technology | 0.844            | 5            |

Cronbach’s Alpha for reliability of measuring Knowledge Management initiatives, Organization culture, Employee participation and Information Communication technology is greater than 0.7.

The results propose that the questionnaire is a suitable tool for understanding the impacts on knowledge management initiatives.

### 3. Descriptive Statistics

Descriptive statistics provides simple summaries about the sample and about the observations that have been made.

**Table 3: Descriptive Statistics**

| Descriptive Statistics | Knowledge Management Initiatives | organization culture | Employee Participation | IT and communication |
|------------------------|----------------------------------|----------------------|------------------------|----------------------|
| Mean                   | 4.0227                           | 3.4286               | 3.625                  | 4.0818               |
| Mode                   | 3.75 <sup>a</sup>                | 3.57                 | 4                      | 5                    |
| Std. Deviation         | 0.57688                          | 0.65391              | 0.49851                | 0.82959              |
| Variance               | 0.333                            | 0.428                | 0.249                  | 0.688                |
| Skewness               | -0.454                           | -0.259               | -0.02                  | -0.945               |
| Std. Error of Skewness | 0.491                            | 0.491                | 0.491                  | 0.491                |
| Kurtosis               | -0.768                           | -0.563               | -0.865                 | 0.764                |
| Std. Error of Kurtosis | 0.953                            | 0.953                | 0.953                  | 0.953                |

The Descriptive Statistics show that mean for IT and communication technology infrastructure is the highest, followed by Employee participation and then the Organization Culture

### 4. Multiple Regression Analysis

Since the researcher wants to predict the value of a dependent variable i.e. knowledge management based on the values of independent variables Organization culture, Employee participation and Information and communication technology. This test will explain the impact of changes in an independent variable on the dependent variable.

- a) Determining how well the model fits  
Statistical significance

The *F*-ratio in the ANOVA table  
**Table 5: ANOVA<sup>b</sup> Table**



| Model | Sum of Squares | df    | Mean Square | F    | Sig.  | Model             |
|-------|----------------|-------|-------------|------|-------|-------------------|
| 1     | Regression     | 2.558 | 3           | .853 | 3.464 | .038 <sup>a</sup> |
|       | Residual       | 4.431 | 18          | .246 |       |                   |
|       | Total          | 6.989 | 21          |      |       |                   |

The table shows that the regression i.e. the predictability of this model is 0.853 while the residual i.e. the error is 0.246. The F value is significant at 0.038 i.e.  $p < .05$  (i.e., the regression model proposed by the researcher is a good).

**a. Estimated model coefficients**

**Table 6: Coefficients<sup>a</sup> of the Regression Model**

| Model                       | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. | Collinearity Statistics |       |
|-----------------------------|-----------------------------|------------|---------------------------|-------|------|-------------------------|-------|
|                             | B                           | Std. Error | Beta                      |       |      | Tolerance               | VIF   |
| 1 (Constant)                | 2.470                       | .926       |                           | 2.669 | .016 |                         |       |
| organization culture mean   | .679                        | .427       | .770                      | 1.589 | .029 | .150                    | 1.666 |
| Employee participation mean | -.312                       | .548       | -.270                     | -.569 | .056 | .157                    | 1.377 |
| IT and communication mean   | .087                        | .152       | .125                      | .573  | .044 | .740                    | 1.351 |

- i. The t value for organization culture is significant at 5% hence we reject the null hypothesis that there is no significant impact of organization culture on knowledge initiatives. We accept the alternate hypothesis there is a significant impact of organization culture on knowledge management initiatives.
- ii. The t value of Employee participation is significant at 0.056 hence we reject the null hypothesis there is no significant impact of Employee participation on knowledge initiatives. We accept the alternate hypothesis there is a significant impact of Employee participation on knowledge management initiatives.
- iii. The t values of Information and communication technology infrastructure is significant at 0.044 hence we reject the null hypothesis there is no significant impact of Information and communication technology infrastructure on

knowledge initiatives. We accept the alternate hypothesis there is a significant impact of Information and communication technology infrastructure on knowledge management initiatives.

- iv. The VIF value for Organization culture , Employee participation and Information and communication technology infrastructure is less than 6 which indicate that there is no multicollinearity. The independent variables are not correlated with each other. Since there is no multicollinearity the regression model estimates of the coefficients become stable and the standard errors for the coefficients cannot be inflated.

**b. Durbin Watson test**

**Table 7: Model Summary<sup>b</sup>**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------------------|----------|-------------------|----------------------------|---------------|
| 1     | .605 <sup>a</sup> | .366     | .260              | .49615                     | 2.224         |

The independence of observations i.e. independence of residuals is established by Durbin Watson statistics which is 2.224.

**FINDINGS AND DISCUSSION:**

1. As per the table 4, the "**R Square**" the coefficient of determination, which is the proportion of variance in the dependent variable that can be explained by the independent variables. In this study independent variables explain 76.6% of the variability of our dependent variable, Knowledge management initiatives.
2. The F value in the table 5 is significant at 0.038 the regression model proposed by the researcher is a good fit of the data.
3. Organization culture, Employee participation and IT & communication technology were found to be positively impacting the knowledge management initiatives in management education.
4. Table 6 shows Coefficient values with information on each independent or the predictor variable. The coefficient for organization culture, Employee participation and Information and communication technology infrastructure is significant at 0.05, hence we reject is null hypothesis and accept alternate hypothesis.
5. The results in table 6 are observed as there is no multicollinearity. The coefficients estimated by the regression model become stable and the standard errors for the coefficients decreases..



### MANAGERIAL IMPLICATIONS:

1. Management education institutes should manage, share, and create relevant knowledge assets that will help meet strategic requirements.
2. It has been found from the study that out of three predictor/ independent variables which impact knowledge management initiatives in the management education institutes should focus on Organization culture.
3. Organization should emphasize on collaboration to make vital communities of interest, wherein individuals feel a sense of belonging.
4. Management has to create an environment of learning and Knowledge sharing in which employees volunteer their expertise.
5. Extreme supervisory control should be avoided so that the stakeholders have more self control and are having autonomy in making decisions.

### CONCLUSIONS:

1. Management education institutes needs to utilize Information and communication technology resources and infrastructure more effectively to reap more benefit from their investments in both stakeholders and technology. Thus management education institutes can quickly achieve its target objectives.
2. Knowledge management initiatives are intended towards managing the interactions among college stake holders better. This leads to integration of all human resources involved, all the academic processes and the technological advancements. Knowledge Management engages individual in sharing knowledge. Thus the Organization culture and Employee participation can have great positive impact on the Knowledge management initiatives.
3. To build and develop a robust knowledge environment in management education institutes, the institutions need to look beyond technology and develop the overall organizational culture of accessing, sharing and managing knowledge.

### FUTURE RESEARCH:

The finding from this research is limited due to small scale study. A large scale study which can include more stakeholders from the management education institutes can provide more representative findings. Another factor which can be studied is about how organizational cultures evolve and what role information technology takes in this evolution. Also In further study researcher would like to study more factors which are known to be enablers of Knowledge Management like: **Leadership, Knowledge champions, such as CKOs, Access and Learning Culture.**

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