



## **ORGANIZATIONAL KNOWLEDGE MANAGEMENT ENVIRONMENT (OKME)/ LEARNING ENVIRONMENT (LE) AND CONCERNS OF ORGANIZATIONAL EFFECTIVENESS (OE)**

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**KEYWORDS:** Knowledge-Management Environment(KME), Learning Environment in Organizations, Organizational Effectiveness(OE), Learning Organizations(LO), Engineering Professionals, Knowledge-sharing, Knowledge-management Tools in Organizational learning, Training & Development Facilities.

### **ABSTRACT**

The main aim is to explore the existing Organizational Knowledge Management Environment (KME) in three districts in and around Kolkata, India, to find out managerial issues that affects KME and organizational performance. It is assumed that organizational performance and its effectiveness largely depends upon KME parameters of the organization. Organizational knowledge –sharing among the personnel definitely enhances individual performance as well as organizational effectiveness (OE). Hence correlation between KME and OE has been studied to find the nature and degree of relation between the two important aspects of Organizational functioning. Through a questionnaire survey, both the aspects have been studied in 17 organizations among 170 Engineering professionals having more than 10 years' of experience and the data collected has been analyzed using various statistical tools to come to plausible conclusions about organizational behaviours in existence and suggestions have been made to overcome difficulties in maintenance of a conducive KME that could increase OE in the larger interest of social benefit, development and welfare and development of Organizational Culture that could withstand global competition.

### **INTRODUCTION**

To objectively study the Learning Environment in various organizations and the relation that might exist with the organizational effectiveness in such organizations. Through extensive literature review as well as experiential consideration, the following parameters of Learning Environment (LE) have been considered for the survey-based study.

**Introduction:** In today's age of stiff business competition, 'knowledge' is considered a key factor in withstanding competition as well as in ensuring business growth and development. Through researching into the competitors' products and services, one has to gain insights into technologies that go into success of their products. Learning Environment or learning opportunities prevalent in an organization is a key deciding factor in disseminating latest knowledge and skills required for introducing innovation in the areas of production, marketing, quality assurance, operation and maintenance of the products. In this project, the author made an attempt to explore into the facts regarding existing Learning Environment in various organizations in the state of West Bengal. The purpose is to take note of the situations in industries in West Bengal so that we could be able to predict competitive abilities of organizations in regard to knowledge and research-driven industries of the 21st century. Therefore a large number of KME variables has been taken up for a survey-based research-study to learn about the existing state of affairs in the organizational learning environment, so that remedial measures for improvement in such areas could be suggested. The author also tries to find out whether there is any correlation between the Knowledge-Management Environment and the corresponding Organizational Effectiveness Issues in the companies surveyed.

### **KME/LE VARIABLES UNDER CONSIDERATION**

Present level of usage of e-learning tools for enhanced learning, Sharing Knowledge through interpersonal communications, Document Libraries, Knowledge Portal, Collaborative Physical Workspaces, Web-based training inputs, Rating your organization as a Learning Organization(LO) to withstand business competition, Organizational Training facilities and quality of training in your organization ?

### **ORGANIZATIONAL EFFECTIVENESS (OE) VARIABLES UNDER CONSIDERATION**

Fast and accurate decision making, Employee empowerment, Team-work, Quality of Managerial policies and practices, Organizational performance in terms of 'Less interpersonal conflict', Encouragement of Innovation & creativity, Implementation of quality assurance policies, Attitude towards modernization, Managerial Policies towards Improvement in Productivity, Practices on Wastage Reduction, Cost Control Practices, Organizational



Contribution in Corporate Social Responsibility (CSR), Organized efforts towards Building strong Brand, Evaluation of the management policies targeted towards improving market share of business

The primary focus of the research study is to identify the weaknesses the learning environment and find the crucial factors that could enhance the knowledge-sharing within the organizations so that overall organizational performance might be boosted up. It is well known that organization performance is the integration of individual as well as organized efforts and such performance is highly depended upon the knowledge-sharing process and leadership styles for managing Organizational Knowledge.

### **SAMPLING AND RESEARCH METHODOLOGY**

- Extensive literature survey is has been carried out for conducting an in depth explorative studies the interdisciplinary area of Organizational Behaviour (OB) which is theoretically founded on the fields of Human Psychology, Motivation, Economic and Political aspects of social life, Management of Technology(MOT),Industrial Ergonomics, Human Resource Management, Leadership-styles, Organizational Culture and climate, and Industrial Psychology.
- Various National and International journals will be consulted to enhance the process of understanding the subject as well as to compile various data related to our study.
- Sampling Methods used: By adopting Stratified Random Sampling(Mixed sampling)
- Sample: Out of 70 No.s of companies in 3 districts, 17 Companies in Manufacturing/Production units were selected for conducting Opinionnaire/Attitude-Survey among 170 Engineering professionals for collection of primary-data
- Likert-type Merit-rating scale will be used for this assessment research work
- Questionnaire(MCQ-type Ordinal scale) has been framed after the conduct of a Pilot Study involving 30 Engineers in ten Organizations
- Research-conclusion has been made through analysis of the statistical results obtained for parameters of Organizational Functioning , namely QWL, and OE(Organizational Effectiveness)
- Sample-size was calculated to be approx. 20% of population-size,from the maximum sampling error allowed of 5%,  $z=1.96$  : 17 companies out of total 70 companies(after considering cases of non-response to the tune of 10%)
- Measurements of all central tendencies, dispersion, skew-ness and kurtosis for the random variables have been taken up
- Tests conducted are : Kolmogorov-Smirnov(KS) Tests, Chi-square test for Non-parametric Hypotheses Testing /using Spearman Rank Correlation Coefficients as well as Measures of Association by Regression Analysis

### **CONCLUSIONS FROM THE STUDY**

From the data analysis, it is clearly revealed that Organizational Learning Environment (OLE) in various organizations in West Bengal, India is quite good, as different from common perception about the overall Industrial Environment in the state. The study reveals that both OLE and Organizational Effectiveness parameters are quite encouraging and hence industrial entrepreneurs should shed off negative perceptions of any kind about the state of West Bengal, by rejecting various types of negative propaganda of the media and other sources, to consider investment avenues for growth and development of their businesses.

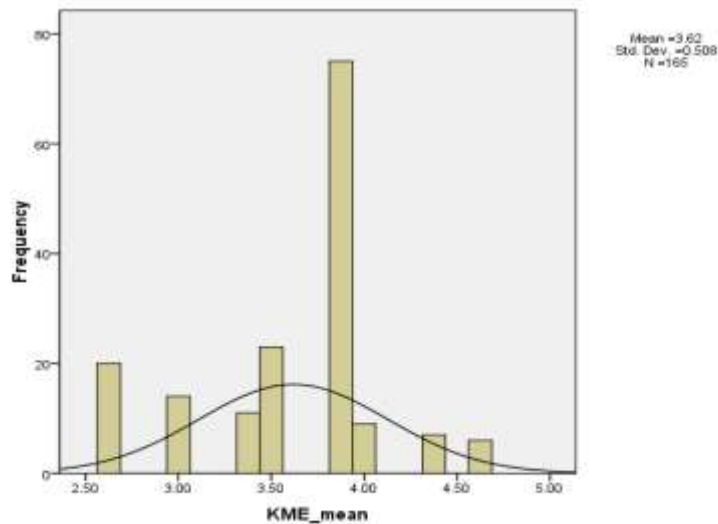
### **DATA ANALYSIS AND RESULTS**

Descriptive Statistics



	N	Minimum	Maximum	Mean	Std. Deviation
e-learning tools usage	166	3.00	5.00	3.7048	.68991
interpersonal knowledge-sharing	168	3.00	5.00	4.0476	.64566
document libraries	168	2.00	5.00	3.1488	.74737
knowledge portals	168	2.00	5.00	3.1250	.82031
collaborative physical workplace	168	2.00	5.00	3.5060	.63808
web-based training inputs	168	2.00	5.00	3.3036	.86695
quality of training facilities	168	2.00	5.00	4.0595	1.04224
learning organization	167	2.00	5.00	4.0838	1.02624
Valid N (listwise)	165				

Graph1



**NPar Tests**

*One-Sample Kolmogorov-Smirnov Test*

		KME_mean
N		165
Normal Parameters <sup>a</sup>	Mean	3.6189
	Std. Deviation	.50847
Most Extreme Differences	Absolute	.281
	Positive	.174
	Negative	-.281
Kolmogorov-Smirnov Z		3.604
Asymp. Sig. (2-tailed)		.000
a. Test distribution is Normal.		

**Chi-Square Test**



**Test Statistics**

	KME_mean
Chi-Square	176.188 <sup>a</sup>
df	7
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 20.6.

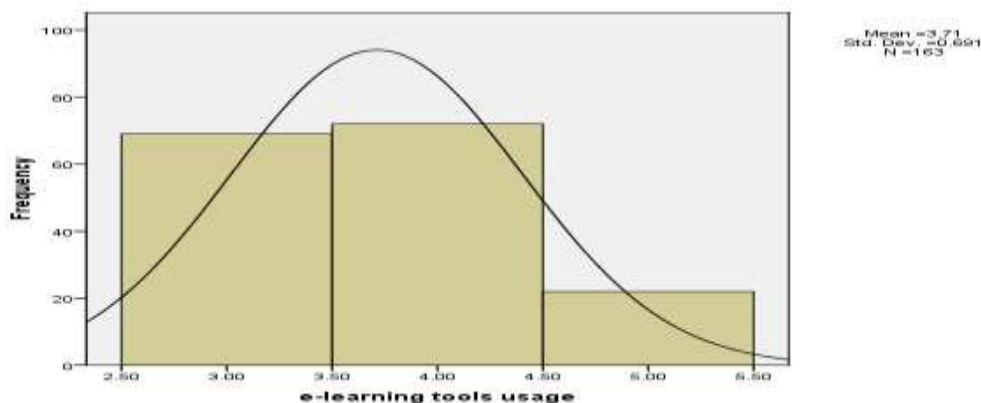
**Observations made:** Knowledge Management Environment (KME) is found to be quite conducive in general and industrial prosperity and development in the state of West Bengal and hence entrepreneurs should utilize this most positive aspect of Organizational Behaviour for growth and development of their existing and new venture. It is a good sign that KME is very good and such a phenomenon can only happen only if employees are in general happy, relaxed and broad-minded and such a situation is the end result of overall social peace, high level of education and culture among the employed persons and a positive mind-set and attitudes among the Engineering professionals in West Bengal. Such a thing is possibly absent in many places and countries. Learning is such a delicate aspect of Organizational Behaviour that it requires a lot of social contribution, cultural loftiness, and high level of education.

**Frequencies**

KME_mean			
	Observed N	Expected N	Residual
2.625	20	20.6	-.6
3	14	20.6	-6.6
3.375	11	20.6	-9.6
3.5	23	20.6	2.4
3.875	75	20.6	54.4
4	9	20.6	-11.6
4.375	7	20.6	-13.6
4.625	6	20.6	-14.6
Total	165		

**Observations made** Areas of weakness for the Organizational Learning Environment (OLE) are identified as follows: document libraries, knowledge portals and web-based training inputs

**Graph2**





**Correlations**

Correlations

		Organizational Effectiveness	Knowledge-management Environment
Organizational Effectiveness	Pearson Correlation	1	-.028
	Sig. (2-tailed)		.720
	N	171	162
Knowledge-management Environment	Pearson Correlation	-.028	1
	Sig. (2-tailed)	.720	
	N	162	162

**Observations made:** There is a definite relationship between Organizational Effectiveness and Knowledge Management Environment in various organizations. If the Learning environment in organizations is conducive for the employees, there is a greater chance that the organizations could function effectively for further growth and development in their specific areas of business activity.

**Chi-Square Test**

**Test Statistics**

	Oecomposite
Chi-Square	46.216 <sup>a</sup>
df	7
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 21.4.

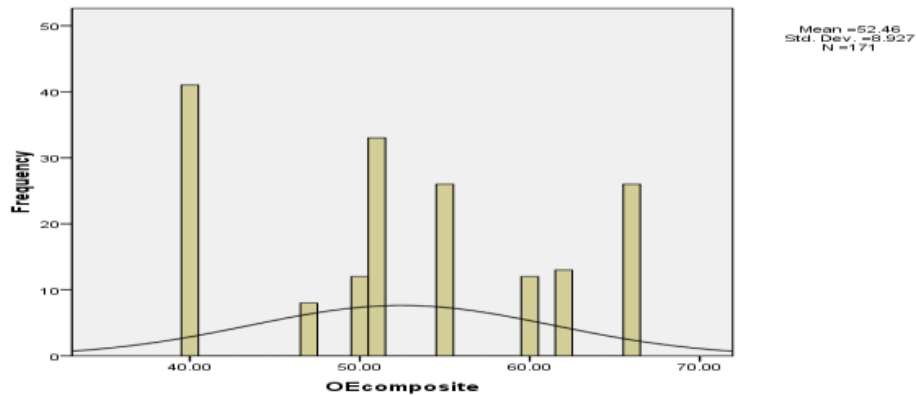
**Chi-Square Test**

**Test Statistics**

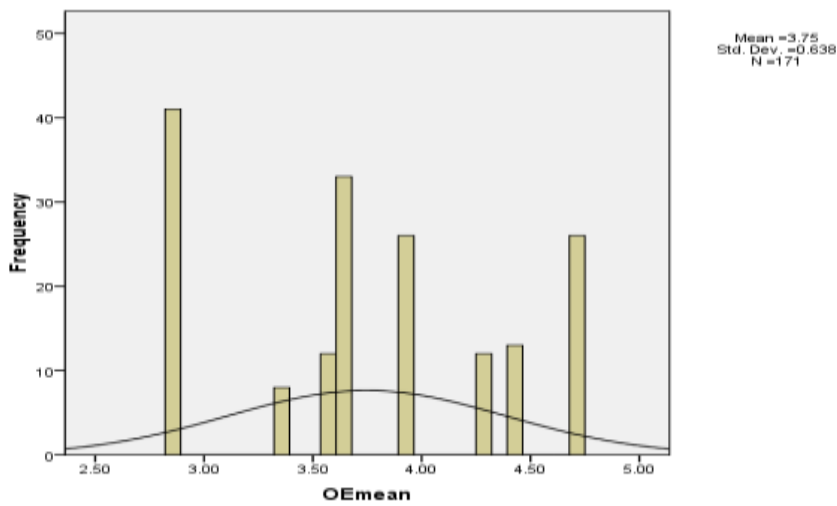
	Oecomposite
Chi-Square	46.216 <sup>a</sup>
df	7
Asymp. Sig.	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 21.4.

**Graph3**



Graph4



NPar Tests

One-Sample Kolmogorov-Smirnov Test

		OEcomposite
N		171
Normal Parameters <sup>a</sup>	Mean	52.4620
	Std. Deviation	8.92666
Most Extreme Differences	Absolute	.158
	Positive	.158
	Negative	-.105
Kolmogorov-Smirnov Z		2.072
Asymp. Sig. (2-tailed)		.000
a. Test distribution is Normal.		

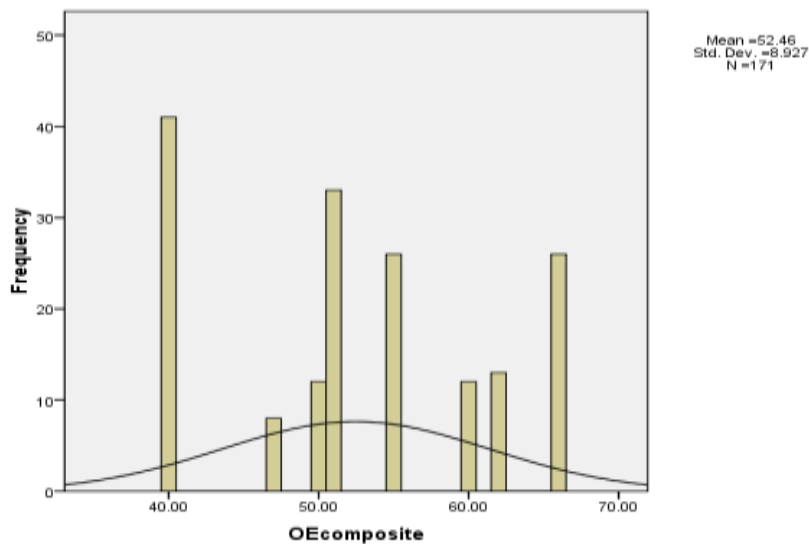


**Correlations**

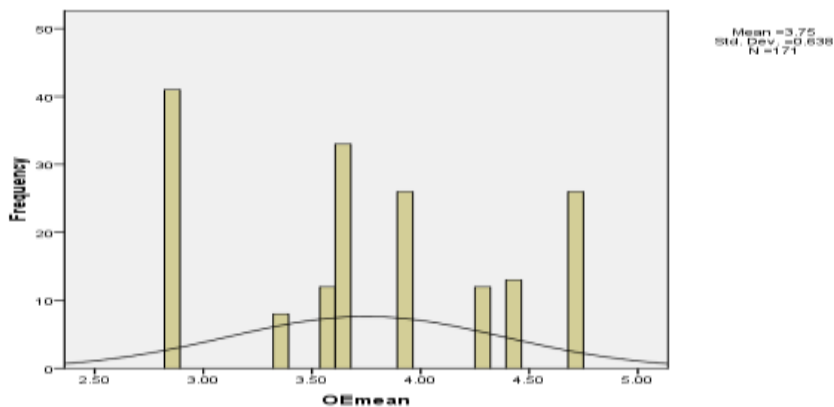
		Org. Effectiveness	quality of work-life
Org. Effectiveness	Pearson Correlation	1	.244**
	Sig. (2-tailed)		.001
	N	171	171
quality of work-life	Pearson Correlation	.244**	1
	Sig. (2-tailed)	.001	
	N	171	171

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Graph5**



**Graph6**



**CONCLUSION FROM THE STUDY**

It has found that there is significant correlation between the knowledge environments in an organization with the organizational effectiveness in that organization. Hence organization should design their learning environment for



all its employees so that employees can develop required knowledge and skills to make the organization more and effective. It is the human factor that make the corporations running smoothly and knowledge transfer mechanisms and the human environment thereof are key elements that ensure Organizational Effectiveness. Top management should ensure that there is smooth flow of knowledge throughout the organization so that performance and effectiveness of the individual employees improve continually.

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