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Editorial Note

Turmeric is an important commercial crop in India. Indian turmeric is well known in the world market. The first article tries to explore the export potential of Indian turmeric.

Internet banking is a popular delivery channel provided by banks & there is an increasing number of bank customers using it. The second article aims at understanding the relationship between demographics & usage of internet banking.

The third articles discusses the pros and cons of debt waiver vs agricultural insurance. Fourth article is about talent management in hospitals. Relationship of Knowledge management and employee development is discussed in the fifth article. Case study on medical social work and Book review on 'Small Business Management' is presented at the end.

Dr. C. S. Kale
Editor

Knowledge Management and Employee Development - Issues and Aspects

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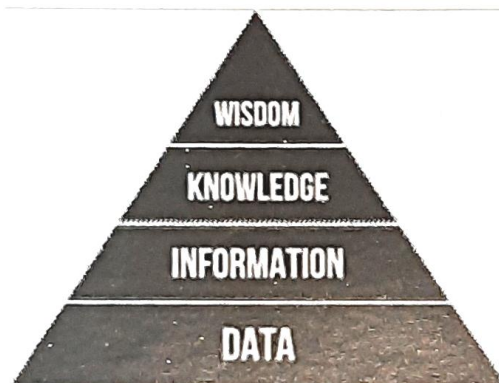
Abstract:

Knowledge management is an emerging area in corporate world. Today's economy is considered as a knowledge economy where organizations started generating the worth through the knowledge. Knowledge is the biggest asset in corporate world. Knowledge has different forms and it can be found at various levels in the organization. If organization loses the knowledge at any level, they are losing the opportunity which comes through the knowledge. Knowledge cannot be derived in a single day; it is a long term activity. Knowledge develops within a employee after certain years of experience in a specialized field. The knowledge which employee develops within the organizations social environment is very important part in his overall development and to achieve the goals of the organization. If organization able to capture such type of social knowledge it would be useful for next generation employees in the organization. For this reason nowadays knowledge management becomes an important activity in every organization.

When employee joins the organization, they are fresher for organizations social and cultural environment. The social environments encode some knowledge within itself and this is known as social knowledge. If employee tries to understand this social knowledge it would become easier for him to achieve the goal while working in the organization. Social knowledge develops after employee enters in the organization and when he starts working in the organization. In this regard the management of social knowledge would be crucial for individual employee as well as for the organization.

The current research paper focuses on the role of social knowledge in employee development in the organization.

Keywords: Knowledge, Knowledge Management., Social knowledge



Data is a basic concept in a pyramid. Data is a collection of raw facts and figures. When data is processed it gives information. Knowledge is deep and clear understanding of information. Wisdom is a state of mind of an human being where a person is able to predict or he is able to take decision without having data or information. It is a state of human mind where he or she can apply rule of thumb to take decision. As we observe the pyramid the area occupied by data is more and this area goes on decreasing as we move to the upper levels. The reason behind this is that though the raw facts and figures are large in size, manager has to process that data to generate meaningful information from it. Many times the data gets repeated, redundant, ambiguous data is there, meaningless data is there. So though the size of data is more while we process data for meaningful information the size of the information get reduced. Knowledge is an understanding of information. Knowledge occupies less area than information.

1.0 Types of Knowledge:

The basic knowledge can be classified as:

1. Tacit Knowledge which is in human mind and brain which derives through organizational procedure, facts and through experience.
2. Explicit knowledge which is coded in external means like books, internet, organizational documents etc. It is easy to capture explicit knowledge as compared

to tacit knowledge.

Organizational knowledge can be classified as:

1. Social knowledge which represents social situations, culture, control behavior etc.
2. Axiomatic knowledge is a basic knowledge that is believed to be intrinsic within organizations employees. It is a basic knowledge which is required to enter in an organization.

Knowledge plays an important role while completing task in an organization. Though employee is having the basic knowledge he or she requires the organizational knowledge to complete their task. To get that knowledge organization should implement proper knowledge management mechanism. Knowledge management is a concept of finding, creating, gathering and sharing knowledge for organizational processes. Knowledge management is getting right knowledge to right person at right time.

Knowledge management has different dimensions like strategy, organizational culture, organizational processes, management and leadership, technology and politics. Every dimension is important to implement knowledge management mechanism in an organization. Many companies, government organizations and nonprofit organizations have started to dedicate the resources to implement knowledge management mechanism in an organization. Organizations can be

benefitted such as improvement in performance, competitive advantage, innovation etc. by the continuous efforts in management of knowledge in an organization.

2.0 Review of Literature:

Funmilola Olubunmi Omotayo in his article, "Knowledge Management as an important tool in Organizational Management: A Review of Literature" wrote as the emergence of knowledge base economy has placed an importance in effective knowledge management. Knowledge management mechanism helps to achieve competitive advantage for organizations. Creating, managing, sharing and utilizing knowledge effectively is vital for an organization for survival, competitiveness and profitability. He wrote as knowledge came from three mechanisms namely people, processes and technology. So People, processes and technology should be connected with each other for leveraging knowledge in an organization. The management of knowledge has generated considerable interest in business and management. The knowledge management has been promoted as an important factor to achieve competitive advantage. Organizations need a good capacity to retain, develop, organize and utilize their employee's capability. Now a day's Knowledge management is defined as a key driver for organizational performance.

Davenport and Prusak (1998) define knowledge as "A fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new Experiences and information. It originates and is applied in

the minds of knower's." People are the source of knowledge. Ability of human to think creatively and uniquely combined with experience and talent makes human a valuable source of knowledge. People are creators and consumers of knowledge. Knowledge management begins, revolve around and end with people. People feels knowledge need to compete their daily tasks. So this daily need should be met through tools, processes, systems etc. Technology is an enabler and foundational element of KM plan. With the advancement of ICT knowledge management can be achieved through technological solutions.

Blackler (1995) defines knowledge as taking five distinct forms: embodied, embedded, embrained, encultured, and encoded. Polanyi (1966, 1967); Nonaka (1994); Nonaka and Takeuchi (1995) describe knowledge as existing in two dimensions – tacit and explicit knowledge. Tacit knowledge is ingrained knowledge whereas explicit knowledge is formal and systematic knowledge. Tacit knowledge is difficult to collect whereas explicit knowledge is easy to code, collect, store and distribute. Explicit knowledge can get through external means like books, documents, internet etc. To get tacit knowledge you have to observe the people and their working style. Nonaka and Takeuchi (1995) say that explicit knowledge is "grounded" in tacit knowledge and is created by externalization (visualization, articulation, or codification) of tacit knowledge. Explicit knowledge is the part of tacit knowledge that can be expressed verbally and does not represent the entire body of knowledge. Because knowledge is largely tacit and individually owned, it is difficult to have charge of, and control over it.

To exploit knowledge more efficiently organizations need to codify and store the individual's knowledge. This involves making tacit knowledge explicit and transposing individual knowledge into organizational knowledge. This transformation can be made possible through information and communication technology. Organizations should focus to convert tacit knowledge to explicit so that individual's knowledge becomes organizational knowledge. To make it practically possible organizations need knowledge sharing mechanism. Knowledge improves internal processes and operations of an organization.

The need to create knowledge in organization has been identified above. It is equally important to point out that, in order for any activities requiring knowledge to be effective, knowledge held by organizations must be easily accessible and retrievable. This means that organizations must organize their knowledge so it is retrievable by the appropriate individuals. When an employee leaves an organization, his idea, information, experience, contact, relationships and insights leave with him if no attempts are made to identify, capture and share this knowledge in the organization. How then can we ensure an employee's knowledge is not lost when such employee leaves? This brings us to sharing of knowledge. Knowledge sharing has been described as a key activity of effective Knowledge Management (Gururajan and Fink, 2010; Lee and Choi, 2003; Olatokun and Nwafor, 2012; Amayah, 2013; Rabi, 2009; Epetimehin and Ekundayo, 2011; Oluikpe, 2012; Paquette and Desousa, 2011; Ekeke, 2011).

The sharing and transfer of

knowledge is very important for knowledge management. The emergence of Knowledge management also coincided with the development of the global knowledge based economy in which emphasis has been shifted from traditional factors of production, namely capital, land and labor, to knowledge. The nature of work has changed enormously with the shift from an industrial economy, focusing on commercial products, to a knowledge based economy, where service and expertise are the main business outcomes (Epetimehin and Ekundayo, 2011). Several researchers (Jasimuddin, 2008; Davenport and Prusak, 1998; Day, 1994) argue the effective management of knowledge is a critical ingredient for organizations seeking to ensure sustainable strategic competitive advantages.

Ulrike Schultze and Dorothy E. Leidner in their article, "Studying Knowledge Management In Information System Research: Discourses and theoretical Assumption" wrote as in information system most research on knowledge management assumes that knowledge has positive implications on an organization. Varun Grover and Thomas H. Devenport, "General Perspectives on Knowledge Management: Fostering a Research Agenda" wrote as Knowledge is an important asset for the organization and if organizations are able to manage that asset it will give profit for the organization. Ikujiro Nonaka and Vesa Peltokorpi wrote in their article "Objectivity and Subjectivity in Knowledge Management: A Review of top 20 articles" as in recent years knowledge management has received attention from academics and practitioners. Mihir Parikh wrote in his article, "Knowledge management

framework for high tech research and development" as with growing product and process complexity and rising pressure to create and sustain competitive advantage through rapid, continuous innovation modern high tech firm depends on efficient management of research and development activities and knowledge development through these activities. He defines the role of knowledge management in new product development processes as well as the implications for the manager in employing knowledge management in research and development activities of high tech firm.

Claire Melnerney wrote in his article, "Knowledge management and the dynamic nature of knowledge" knowledge sharing in an organization is based on understanding of knowledge creation and transfer. Knowledge is residing in an organization; people have to use this knowledge for organizational benefits. The goal of knowledge management projects is to transfer tacit or implicit knowledge into explicit, easily accessible formats.

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