

# AN IN-DEPTH STUDY AND CRITICAL ANALYSIS OF KNOWLEDGE MANAGEMENT PRACTICES IN AUTOMOBILE OUTLETS AT BHIKAJI CAMA PLACE, NEW DELHI

K. Govindarajulu<sup>1</sup>, Dr. D. Venkataramaraju<sup>2</sup>

<sup>1</sup>Research Scholar, Department of Management, Bharath University, Chennai &

<sup>2</sup>Professor in Management Studies HOD, Department of Commerce & Business Administration, Bharath University, Chennai

## **Abstract:**

*The performance of any organisation is generally based on the competency possessed by the employees working i.e. the existing human resources. This expertise never come in a day or two, it always takes time to be developed. The experience gained over the period is regarded as knowledge, so in any firm Knowledge is regarded as valuable intellectual asset. Dennis J. King, US department of State says that the Knowledge Management is the systematic process and strategy for finding, capturing, organizing, distilling and presenting data, information and knowledge in a domain specific. Knowledge management is essentially about getting the right knowledge to the right person at the right time. It involves a strong link to business strategy, understanding of where and in what forms the knowledge exists within the organisation and its processes, and ensuring that initiatives are accepted and supported by various members of the organisations. Knowledge management may also include new knowledge creation, or it may solely focus on knowledge sharing, storage, and refinement. It is always important to remember that knowledge management is not about managing knowledge and storing it, it is about sharing and using it.*

*The Automobile industry is operating in a dynamic and competitive environment, hence, it is essential to learn by everyone from all the stakeholders. This study is to find out the knowledge sharing practices being followed in various Automobile outlets located at Bhikaji Cama Place at New Delhi. The present study is an attempt to find out whether there is any relationship between knowledge management practices and performance enhancement in the service industry. The investigator has selected male and female employees in various outlets as part of this study. A completely validated research Tool has been administrated on the sample to study the relationship between Knowledge Management practices and Performance enhancement. The methodology followed for the investigation is survey method. Descriptive as well as inferential statistical techniques have been used to interpret data.*

**Key words:** Knowledge Management, Automobile outlets, Performance Enhancement

## **1. Introduction**

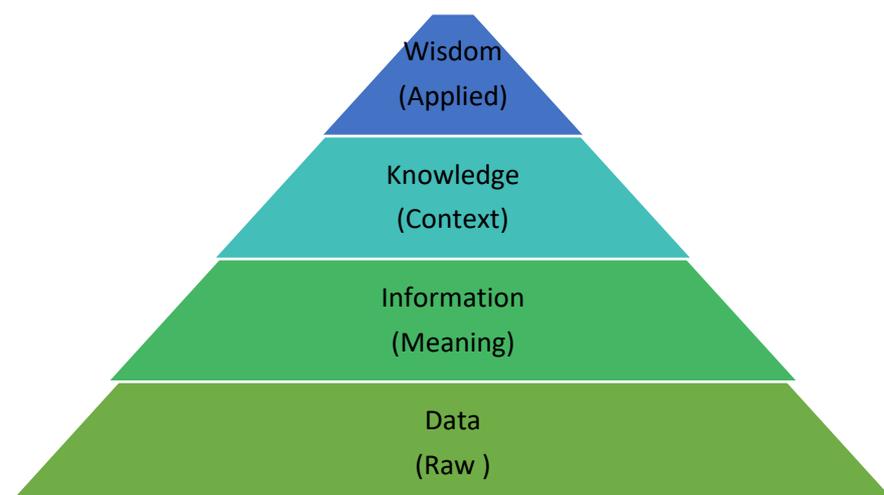
This study tries to discover the association between organisation provision and information distribution. Qualitative statistics collected finished semi-organised meetings was examined by a Investigation Practise.

The current challenges that are being faced by the employees at workplace are: when the employee leaves the company the Knowledge that he/she gained while working in the organization, knowledge being portable in the form of his/her experiences which are stored in his/her mind also leaves the organization with him/her when he/she resigns and creates a vacuum in the organization as till the time the new employee comes and struggles to learn how to do things, the work of the organization suffers.

The discoveries show that top and center chiefs can assume noteworthy job in supporting information sharing. The essential jobs that were found incorporate the accompanying: empowering interest in decision-making; arrangement of acknowledgment; separating hierarchical and individual obstructions.

The examination discoveries have critical handy ramifications for chiefs, who can increase a more profound comprehension of the information sharing society of their organizations and a more clear image of what sort of elements impact an organization's way of life. Professionals overseeing information sharing inside an association can utilize these discoveries to improve their association's present practices and add to the advancement of its social structure, accordingly driving knowledge-sharing adequacy.

## DIKW MODEL



This is an adaptation from Russell L. Ackoff, "From Data to Wisdom," Journal of Applied Systems Analysis, where DIKW stands for Data, Information, Knowledge, and Wisdom.

Information Management is a basic factor in working up of groups; preparing, urging or doling out others to complete preparing; consolation of formal and casual correspondence; empowering getting the hang of; trying information; and, empowering development of representatives.

The firms following the Knowledge sharing culture promises to convert the walk in into customers that results to revenue generation through customer service. Since the customers are ambassadors of Goodwill for the Company and its products in Business environment and society, it becomes very crucial to have educated and trained employees who gives the correct product information and are able to convince about the benefits and advantages of the products. When the customers receive the value for money in the form of the product of their choice and as per their requirements, this indicates the Success of the Company.

## 2. Automotive Industry - An Overview

According to India Brand Equity Foundation (IBEF):

- ✓ The Indian auto industry became the 4th largest in the world with sales increasing 9.5 per cent year-on-year to 4.02 million units (excluding two wheelers) in 2017.
- ✓ It was the 7th largest manufacturer of commercial vehicles in 2017.
- ✓ The Two Wheelers segment dominates the market in terms of volume owing to a growing middle class and a young population.
- ✓ Moreover, the growing interest of the companies in exploring the rural markets further aided the growth of the sector.

- ✓ India is also a prominent auto exporter and has strong export growth expectations for the near future.
- ✓ Automobile exports grew 20.78 per cent during April-November 2018.
- ✓ It is expected to grow at a CAGR of 3.05 per cent during 2016-2026.
- ✓ In addition, several initiatives by the Government of India and the major automobile players in the Indian market are expected to make India a leader in the two-wheeler and four-wheeler market in the world by 2020.

### 3. Government Initiatives

The Government of India encourages foreign investment in the automobile sector and allows 100 per cent FDI under the automatic route. Some of the recent initiatives taken by the Government of India are –

- ✓ The government aims to develop India as a global manufacturing centre and an R&D hub.
- ✓ The Ministry of Heavy Industries, Government of India has shortlisted 11 cities in the country for introduction of electric vehicles (EVs) in their public transport systems under the FAME (Faster Adoption and Manufacturing of (Hybrid) and Electric Vehicles in India) scheme.
- ✓ The government will also set up incubation centre for start-ups working in electric vehicles space.

### 4. Knowledge management

#### 4.1 Indian Context

- ✓ Knowledge Initiatives indicated in the Eleventh Five Year Plan
- ✓ **One of the terms of reference of the National Knowledge Commission**
- ✓ 2<sup>nd</sup> ARC Report 11 -promoting e-governance 17 (para 9.5) on knowledge Management -Union & State Govt. should take proactive measures for establishing knowledge management systems as a pivotal step for administrative reforms in general and e-governance in particular

#### 4.2 Definition of Knowledge

- ✓ Knowledge is “**Information combined with experience**, context, interpretation and reflection” – Davenport
- ✓ Knowledge is a **justified personal belief** that increases an individual’s capacity to take effective action. (**Nonaka, 1994**)
- ✓ Knowledge is information possessed in the **mind of an individual**: it is personalized or subjective information related to facts, procedures, concepts, interpretations, ideas, observations and judgments. (**Alavi & Leidner, 1999**)

### 5. Aim and objectives:

To study the Knowledge Management (KM) practices followed in the Automobile Outlets and also to find out the reason behind of having the KM system.

#### 5.1 Research Design

The study investigated the knowledge management practices and the culture of the organisations in this endeavor. In this context, an explanatory study design has been adopted which has been operationalized through pretested questionnaires circulated among random staff at various outlets.

#### 5.2 Data Sampling

The data was collected from Out of the sanctioned strength of 79 employees (which serves as the population) a sampling frame of 50 percent (40 employees approx.) consisting of faculty and permanent staff of institute were selected. The technique used is Simple Random Sampling, which is proven to give reliable and valid results.

### 5.3 Methodology

A survey was conducted using primary and secondary methods. Under primary survey, a questionnaire was designed to serve as the main instrument for collection of data. The items in the questionnaire correspond to the research objectives framed.

(i) *Primary Data collection through:* Questionnaire, b) Interview

The questionnaire was distributed by hand to the respondents to get the responses in a timely manner. The questionnaire comprised of ten questions. The responses were coded in Likert-scale format, where:

A. Strongly Disagree (1), B. Disagree (2), C. Irrelevant (3), D. Agree (4) and E. Strongly Agree (5).  
Face to Face Interviews were conducted to discuss the factors in person

(ii) *Secondary data collected from:* Journals, b) Statistical data sources from 2008 to 2018 were obtained  
c). Websites/blogs

### 5.4 Analysis of primary data:

The responses were obtained through primary sources i.e questionnaires. They were codified and the values were obtained. The observations are in tabular form after giving marks to each question. The percentage obtained w.r.t each question is displayed in the chart:

### 5.5 Data Analysis and Interpretation:

The data analysis were carried out based on the data collected.

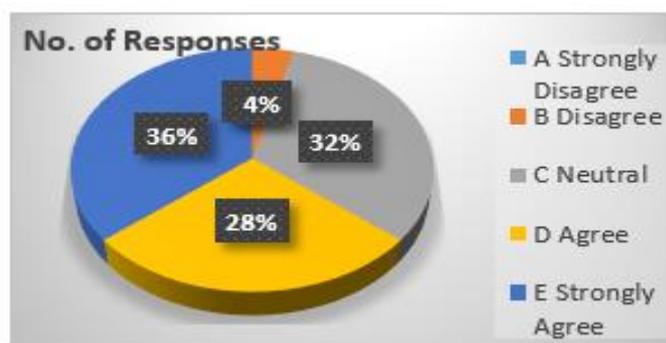
Q No	Survey Question	Response in %				
		SD	D	N	A	SA
1	Knowledge Management (KM) is concerned with the strategic part of any Organization/Business	8	0	32	32	28
2	Knowledge Management brings benefit to the organization by increasing the Efficiency, productivity & work in a smarter way	8	4	20	24	44
3	Knowledge Management is in budding stage in your organization	0	16	28	32	24
4	Knowledge is a part of asset in your organization	0	0	24	32	44
5	<b>The problems related to knowledge retention is the poor sharing of information in the organization</b>	8	0	32	40	20
6	When a key Human Resource leaves the organization, he /she takes the experiences, skills learned which affects the organizational knowledge	4	4	44	36	12
7	Lack of trust in people because they misuse knowledge or take organization information or unjust credit of it is a bottle neck to knowledge sharing	0	4	20	44	32

8	Existing policies and procedures of specific time assigned & resource needed of your organization are helping towards knowledge management practices	4	4	28	28	40
9	The organizational employee handbook is mandatory to practice knowledge management in any organization	0	0	36	36	28
10	Knowledge creation is the part of an organizational philosophy and culture	0	0	28	32	40
11	Top management in your organization takes active interest to create, share, use and manage information	8	0	20	40	32
12	Senior management of your organization extents full support to knowledge management practices by encouraging participation in decision making and building up teams	4	0	20	36	40
13	Your organization creates conducive environment to share information and education with employees.	0	4	16	44	36
14	The biggest barrier in knowledge management in your organization is the fear that sharing reduces people's job security	12	4	16	40	28
15	Sharing information, and experience is a part of daily work in your organization	0	4	24	52	20
16	Lack of communication is a barrier in sharing knowledge	4	0	12	52	32
17	Rewards and recognition promotes knowledge sharing in an organization	4	0	32	12	52
18	Use of Information and communication technology like Learning Management Resources promotes knowledge sharing in your organization	4	4	36	32	24
19	The role of knowledge management in your organization improves performance in delivery System effectively.	4	0	16	40	40
20	The biggest hurdle in effective implementation of knowledge management (KM) in your organization is due to poor understanding of KM	12	8	32	28	20
21	The existing knowledge of any organization is bound to obsolete with changes in technologies and policies	4	8	40	44	4
22	The major factor which influences the knowledge retention in your organization is due to rotational transfer between divisions	8	16	24	44	8
23	The best method for knowledge management is training / coaching	4	4	28	40	24
24	Your organization has Knowledge Management Department/ Manager	8	4	24	32	32
25	Knowledge management service helps you to improve your performance.	4	0	24	36	32
26	The organizational structure allows and facilitates its people to accomplish their task according to the knowledge management services (Libraries).	0	4	40	32	24
27	Employees of your organizations are allowed to discuss the new concepts gathered from knowledge management services	4	0	16	40	40

28	There is a formal channel of communication for sharing information in your organization.	8	4	20	24	44
29	Knowledge Management services help in solving problem related to performance enhancement	8	4	16	36	36
30	Your organization provides better environmental facilities (Training Rooms) for Improving KM services	0	4	32	28	36

Q1. Knowledge Management (KM) is concerned with the strategic part of any Organization/Business

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	8	8%
B	Disagree	0	0%
C	Neutral	32	32%
D	Agree	32	32%
E	Strongly Agree	28	28%



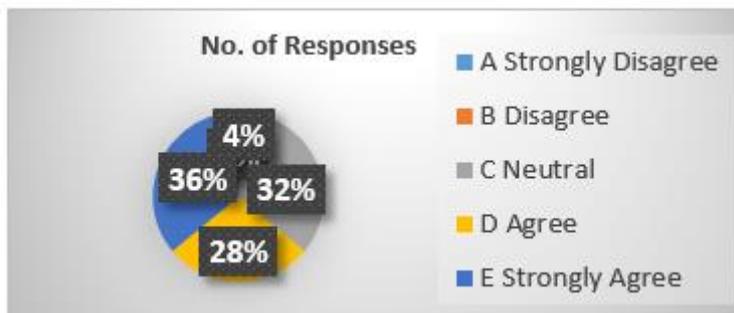
**Analysis:** From the above table, it is found that of the 28% respondents Strongly Agree and 32% of the respondents Agree with the statement “Knowledge Management (KM) is concerned with the strategic part of any Organization/Business”

**Interpretation:** With the above analysis, I interpret that the majority of the respondents strongly agree that Knowledge Management (KM) is strategic part of the Organization/Business

**Knowledge Management Strategy:** An information the executive’s methodology is a strategy that plots how your association will oversee organization data, information, and information to improve your profitability and efficiencies. The best of these techniques are firmly lined up with singular division and all inclusive destinations.

**Q2:** Knowledge Management brings benefit to the organization by increasing the Efficiency, productivity & work in a smarter way.

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	8	8%
B	Disagree	4	0%
C	Neutral	20	20%
D	Agree	24	24%
E	Strongly Agree	44	44%



**Analysis:** From the above table, it is found that 44% of the respondents Strongly Agree and 24 % of the respondents Agree with the statement “Knowledge Management brings benefit to the organization by increasing the Efficiency, productivity & work in a smarter way”

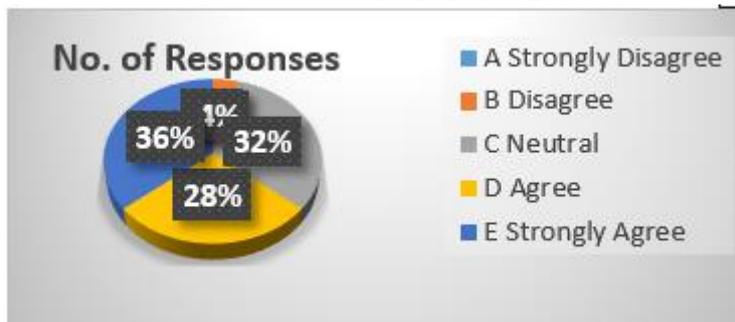
**Interpretation:** With the above analysis, I interpret that the majority of the respondents agree that Knowledge Management is beneficial to the firms by increasing the Efficiency, productivity & work in a smarter way.

**Some of the common benefits of knowledge management include:**

- Improved organisational agility.
- Better and faster decision making.
- quicker problem-solving.
- Increased rate of innovation.
- Supported employee growth and development.
- **Sharing** of specialist expertise.
- Better communication.
- Improved business processes.

**Question-3:** Knowledge Management is in budding stage in your organization?

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	0	0%
B	Disagree	16	16%
C	Neutral	28	28%
D	Agree	32	32%
E	Strongly Agree	24	24%



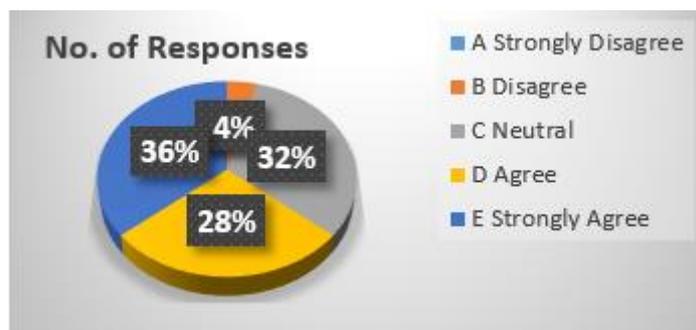
**Analysis:** From the above table, it is found that 24% of the respondents Strongly Agree and 32% of the respondents Agree with the statement “Knowledge Management is in budding stage in your organization”.

**Interpretation:** With the above analysis, I interpret that the majority of the respondents agree that Knowledge Management Department is in budding stage in your organization.

**Knowledge Management Department** - Many large companies, public institutions and non-profit organisation have resources dedicated to internal KM efforts, often as a part of their business strategy, IT, or human resource management departments. Several consulting companies provide advice regarding KM to these organisation.

#### Q4. Knowledge is a part of asset in your organization?

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	0	0%
B	Disagree	0	0%
C	Neutral	24	24%
D	Agree	32	32%
E	Strongly Agree	44	44%



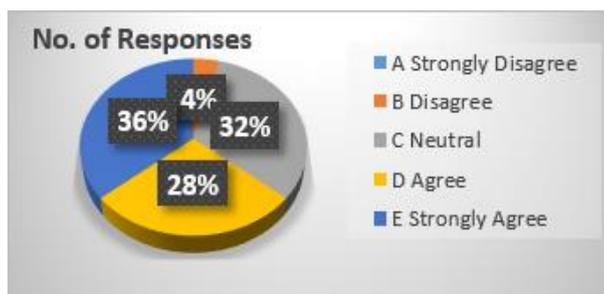
**Analysis:** From the above table, it is found that 44% of the respondents Strongly Agree and 32% of the respondents Agree with the statement “Knowledge is a part of asset in your organization”

**Interpretation:** With the above analysis, I interpret that the majority of the respondents strongly agree that Knowledge is the asset of the company.

**Knowledge management** is defined as an organization's intellectual assets and approaches to the creation, capture, business cooperatively. In order to operate in business successfully and produce products efficiently, **Knowledge management** plays an important role to the organization.

**Q-5: The problems related to knowledge retention is the poor sharing of information in the organization?**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	8	8%
B	Disagree	0	0%
C	Neutral	32	32%
D	Agree	40	40%
E	Strongly Agree	20	20%

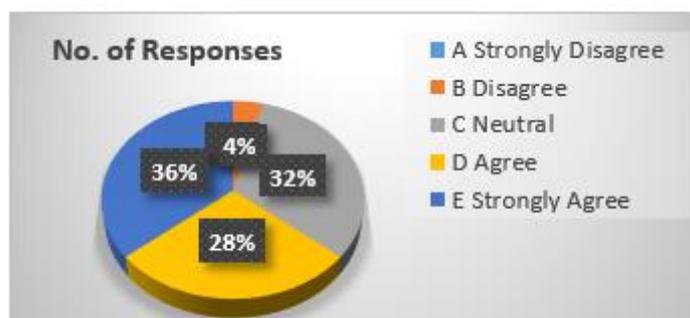


**Analysis:** From the above table, it is found that 20% of the respondents Strongly Agree and 40% of the respondents Agree with the statement “The problems related to knowledge retention is the poor sharing of information in the organization”

**Knowledge retention** involves capturing **knowledge in the organization** so that it can be used later. Most often, one hears of **knowledge retention** in the context of losing key employees and using techniques such as exit interviews to try to capture their **knowledge**

**Q-6:** When a key Human Resource leaves the organization, he /she takes the experiences, skills learned which affects the organizational knowledge.

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	4	4%
B	Disagree	4	4%
C	Neutral	44	44%
D	Agree	36	36%
E	Strongly Agree	12	12%

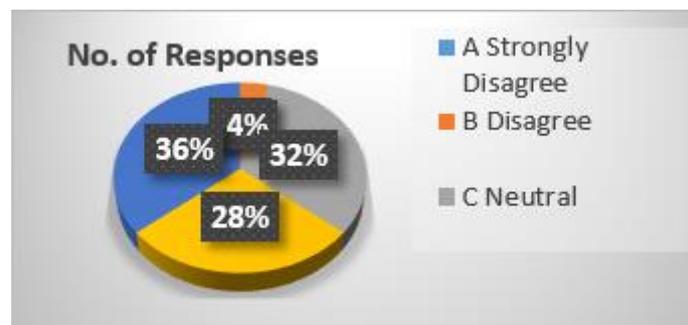


**Analysis:** From the above table, it is found 12% that of the respondents Strongly Agree and 36% of the respondents Agree with the statement “When a key Human Resource leaves the organization, he /she takes the experiences, skills learned which affects the organizational knowledge”

**Interpretation:** With the above analysis, I interpret that the majority of the respondents agree that when an important employee leaves the firm, she takes the experiences, skills learned which affects the organizational knowledge

**Q-7:** Lack of trust in people because they misuse knowledge or take organization information or unjust credit of it is a bottle neck to knowledge sharing.

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	0	0%
B	Disagree	4	4%
C	Neutral	20	20%
D	Agree	44	44%
E	Strongly Agree	32	32%

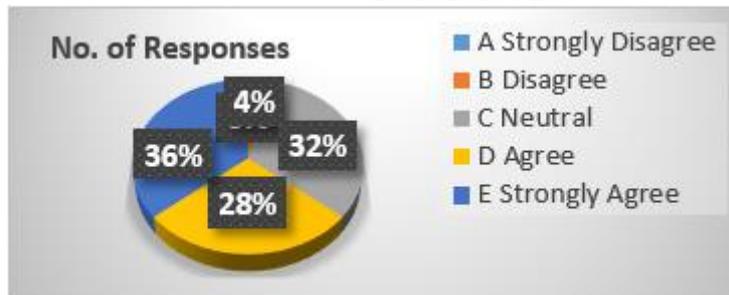


**Analysis:** From the above table, it is found that 32% of the respondents Strongly Agree and 44% of the respondents Agree with the statement “Lack of trust in people because they misuse knowledge or take organization information or unjust credit of it is a bottle neck to knowledge sharing.”

**Interpretation:** With the above analysis, I interpret that the majority of the respondents strongly agree that bottlenecks to knowledge sharing are lack of trust in people as they misuse information and knowledge.

**Q-8:** Existing policies and procedures of specific time assigned & resource needed of your organization are helping towards knowledge management practices.

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	4	4%
B	Disagree	4	4%
C	Neutral	28	28%
D	Agree	28	28%
E	Strongly Agree	40	40%

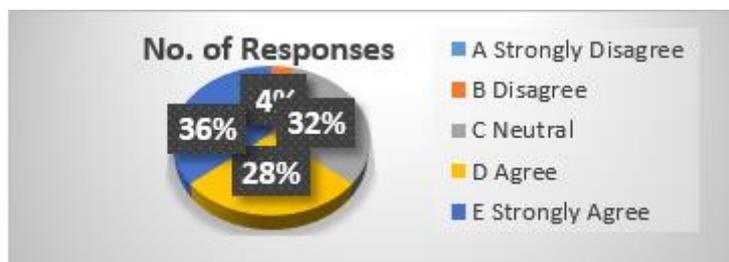


**Analysis:** From the above table, it is found that 40% of the respondents Strongly Agree and 28% of the respondents Agree with the statement “Existing policies and procedures of specific time assigned & resource needed of your organization are helping towards knowledge management practices”

**Interpretation:** With the above analysis, I interpret that the majority of the respondents strongly agree that Existing policies and procedures of specific time assigned & resource needed of their organization are helping towards knowledge management practices.

**Q- 9:** The organizational employee handbook is mandatory to practice knowledge management in any organization.

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	0	0%
B	Disagree	0	0%
C	Neutral	36	36%
D	Agree	36	36%
E	Strongly Agree	28	28%



**Analysis:** From the above table, it is found that 28% of the respondents Strongly Agree and 36% of the respondents Agree with the statement “The organizational employee handbook is mandatory to practice knowledge management in any organization.”

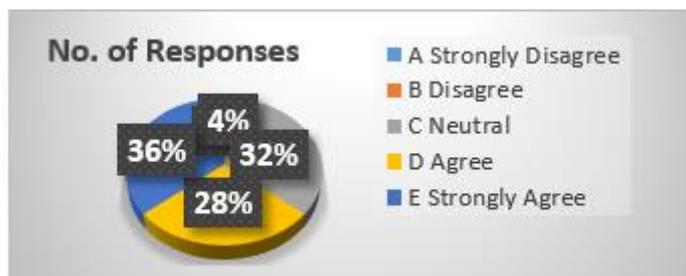
**Interpretation:** With the above analysis, I interpret that the majority of the respondents strongly agree that organizational employee handbook is mandatory to practice knowledge management in any organization.

**Employee Handbook:** An employee handbook, sometimes also known as an employee manual, staff handbook, or company policy manual, is a book given to employees by an employer. The employee handbook can be used to bring together employment and job-related information, which employees need to know.

**Knowledge Management:** Knowledge management is the process of creating, sharing, using and managing the knowledge and information of an organisation. It refers to a multidisciplinary approach to achieving organisational objectives by making the best use of knowledge

**Q-10: Knowledge creation is the part of an organizational philosophy and culture.**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	0	0%
B	Disagree	0	0%
C	Neutral	28	28%
D	Agree	32	32%
E	Strongly Agree	40	40%



**Analysis:** From the above table, it is found that 40 % of the respondents Strongly Agree and 32 % of the respondents Agree with the statement “Knowledge creation is the part of an organizational philosophy and culture”

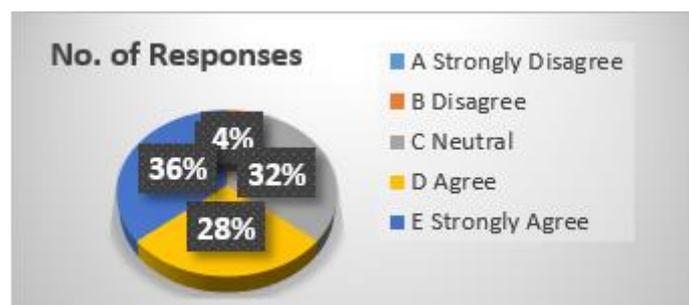
**Interpretation:** With the above analysis, I interpret that the majority of the respondents strongly agree that Knowledge creation is the part of an organizational philosophy and culture.

**Knowledge Creation**

**Knowledge creation** refers to the continuous combination, transfer, and conversion of different kinds of **knowledge**. This occurs as users interact, practice and learn. Put simply; it is the **creation** of ideas, which is at the heart of a company's competitive advantage.

**Q-11: Top management in your organization takes active interest to create, share, use and manage information.**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	8	8%
B	Disagree	0	0%
C	Neutral	20	20%
D	Agree	40	40%
E	Strongly Agree	32	32%



**Analysis:** From the above table, it is found that 32% of the respondents Strongly Agree and 40% of the respondents Agree with the statement “Top management in your organization takes active interest to create, share, use and manage information”

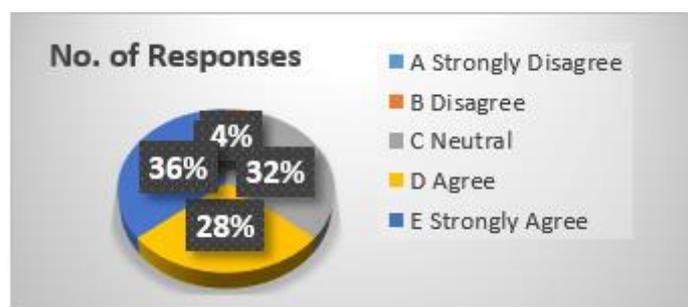
**Interpretation:** With the above analysis, I interpret that the majority of the respondents strongly agree that the flow of communication to create, share, use and manage knowledge and information is in the control of the Top Management. Automotive Industry Management takes interest in Knowledge Building.

**Knowledge building:** Knowledge building refers to the process of creating new cognitive artefacts as a result of common goals, group discussions, and synthesis of ideas.

**Q-12:**

**Senior management of your organization extents full support to knowledge management practices by encouraging participation in decision making and building up teams.**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	4	8%
B	Disagree	0	0%
C	Neutral	20	20%
D	Agree	36	40%
E	Strongly Agree		32%



**Analysis:** From the above table, it is found that 40 % of the respondents Strongly Agree and 36 % of the respondents Agree with the statement “Senior management of your organization extents full support to knowledge management practices by encouraging participation in decision making and building up teams”

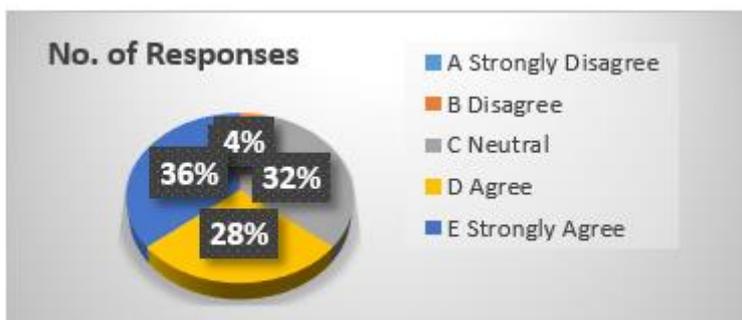
**Interpretation:** With the above analysis, I interpret that the majority of the respondents strongly agree that senior management of the organization extents full support to knowledge management practices by encouraging participation in decision making and building up teams.

**Team building:** Team building is a collective term for various types of activities used to enhance social relations and define roles within teams, often involving collaborative tasks.

**Q-13: Your**

**organization creates conducive environment to share information and education with employees.**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	0	0%
B	Disagree	4	4%
C	Neutral	16	16%
D	Agree	44	44%
E	Strongly Agree	36	36%

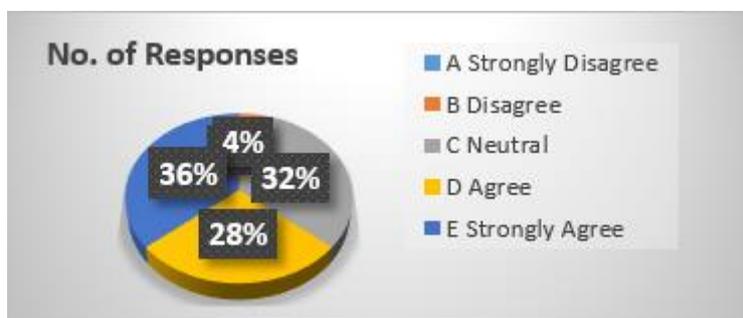


**Analysis:** From the above table, it is found that 36% of the respondents Strongly Agree and 44% of the respondents Agree with the statement “Your organization creates conducive environment to share information and education with employees.”

**Interpretation:** With the above analysis, I interpret that the majority of the respondents strongly agree that their organization creates conducive environment to share information and education with employees.

**Q-14: The biggest barrier in knowledge management in your organization is the fear that sharing reduces people’s job security.**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	12	12%
B	Disagree	4	4%
C	Neutral	16	16%
D	Agree	40	40%
E	Strongly Agree	28	28%

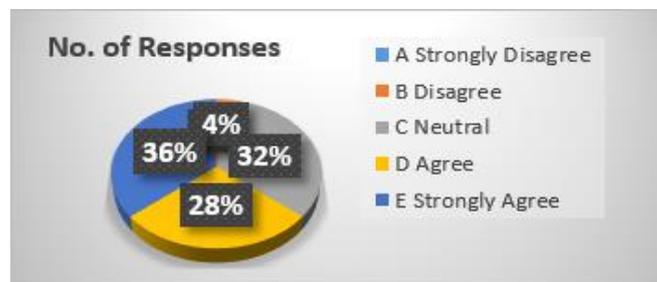


**Analysis:** From the above table, it is found that 28 % of the respondents Strongly Agree and 40% of the respondents Agree with the statement “The biggest barrier in knowledge management in your organization is the fear that sharing reduces people’s job security.”

**Interpretation:** With the above analysis, I interpret that the majority of the respondents fear in sharing their knowledge and learnings because of knowledge sharing reduces people’s job security.

**Question-15:** Sharing information, and experience is a part of daily work in your organization

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	0	0%
B	Disagree	4	4%
C	Neutral	24	24%
D	Agree	52	52%
E	Strongly Agree	20	20%



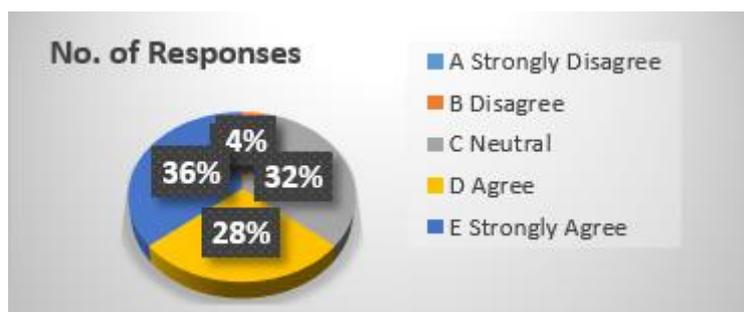
**Analysis:** From the above table, it is found that 20% of the respondents Strongly Agree and 52% of the respondents Agree with the statement “Sharing information, and experience is a part of daily work in your organization”

**Interpretation:** With the above analysis, I interpret that the majority of the respondents Strongly Agree that sharing information, and experience is a part of daily work in your organization.

**Information exchange:** Information exchange or information sharing is the act of certain entities passing information from one to another. This could be done electronically or through certain systems.

**Q-16: Lack of communication is a barrier in sharing knowledge**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	4	4%
B	Disagree	0	0%
C	Neutral	12	12%
D	Agree	52	52%
E	Strongly Agree	32	32%



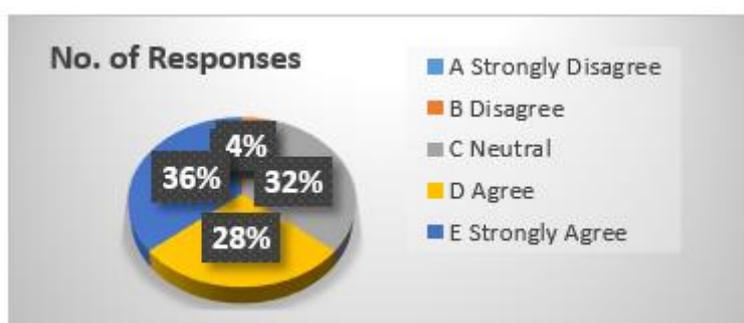
**Analysis:** From the above table, it is found that 32% of the respondents Strongly Agree and 52% of the respondents Agree with the statement “Lack of communication is a barrier in sharing knowledge”

**Interpretation:** With the above analysis, I interpret that the majority of the respondents Agree that in Knowledge Sharing, lack of communication is one of the major barriers.

**Knowledge sharing:** Knowledge sharing is an activity through which knowledge is exchanged among people, friends, families, communities, or organizations. Organizations have recognized that knowledge constitutes a valuable intangible asset for creating and sustaining competitive advantages.

**Q-17: Rewards and recognition promotes knowledge sharing in an organization**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	4	4%
B	Disagree	0	0%
C	Neutral	32	32%
D	Agree	12	12%
E	Strongly Agree	52	52%



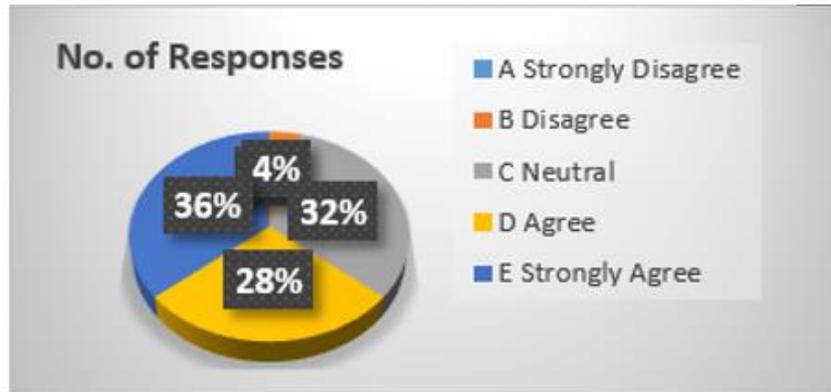
**Analysis:** From the above table, it is found that 52 % of the Respondents Strongly Agree and 12% of the Respondents Agree with the statement “Rewards and recognition promotes knowledge sharing in an organization”

**Interpretation:** From the above analysis, I interpret that Rewards and recognition promotes knowledge sharing in an organization.

**Rewards and Recognition:** Companies use rewards and recognition to motivate employees and demonstrate that they are appreciated. Often, rewards and recognition take the form of extra compensation for employees who carry out the activities in their role description and meet their objectives.

**Q-18: Use of Information and communication technology like Learning Management Resources promotes knowledge sharing in your organization.**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	4	4%
B	Disagree	4	4%
C	Neutral	36	36%
D	Agree	32	32%
E	Strongly Agree	24	24%

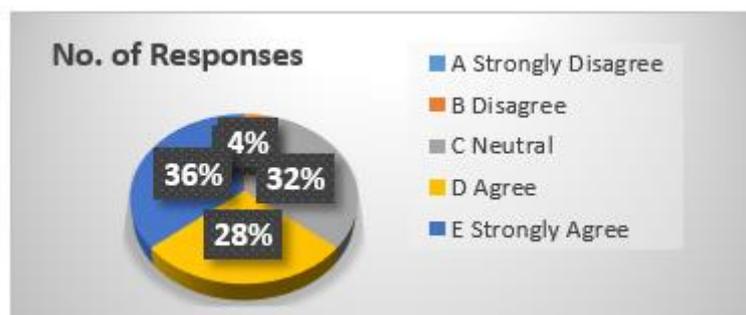


**Analysis:** From the above table, it is found that 24% of the respondents Strongly Agree and 32% Agree with the statement “Use of Information and communication technology like Learning Management Resources promotes knowledge sharing in your organization”.

**Interpretation:** With the Analysis above, I can interpret that majority of the people Agree that Knowledge sharing culture in their organization is promoted by the use of information and communication technology like Learning Management Resources.

**Q-19: The role of knowledge management in your organization improves performance in delivery System effectively.**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	4	4%
B	Disagree	0	0%
C	Neutral	16	16%
D	Agree	40	40%
E	Strongly Agree	40	40%

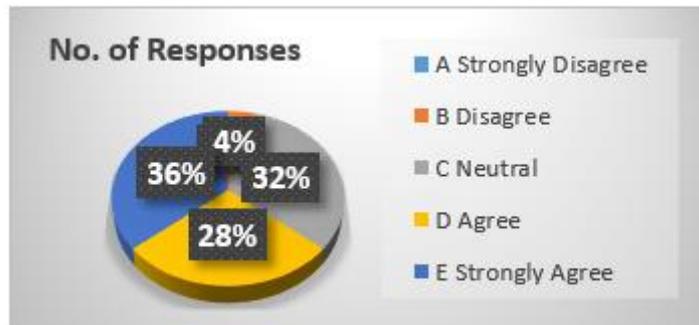


**Analysis:** From the above table, it is found that 24 % of the Respondents Strongly Agree and 32 % of the Respondents Agree with the statement “The role of knowledge management in your organization improves performance in delivery System effectively”

**Interpretation:** From the above Analysis, I can interpret that majority of the respondents who are employees of the Automotive Sector, agree that in their organization the role of knowledge management helps to improve performance in delivery System effectively.

**Q-20: The biggest hurdle in effective implementation of knowledge management (KM) in your organization is due to poor understanding of KM.**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	12	12%
B	Disagree	8	8%
C	Neutral	32	32%
D	Agree	28	28%
E	Strongly Agree	20	20%

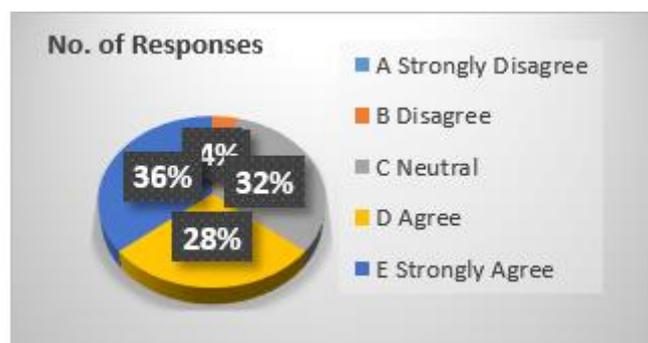


**Analysis:** From the above table, it is found that 20% of respondents Agree and 20% Agree with the statement that “The biggest hurdle in effective implementation of knowledge management (K M) in your organization is due to poor understanding of Knowledge Management”

**Interpretation:** From the Analysis above, I can interpret that the majority of Respondents agree that in effective implementation of knowledge management in your organization the biggest hurdle is due to poor understanding of Knowledge Management.

**Q-21: The existing knowledge of any organization is bound to obsolete with changes in technologies and policies**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	4	4%
B	Disagree	8	8%
C	Neutral	40	40%
D	Agree	44	44%
E	Strongly Agree	4	4%

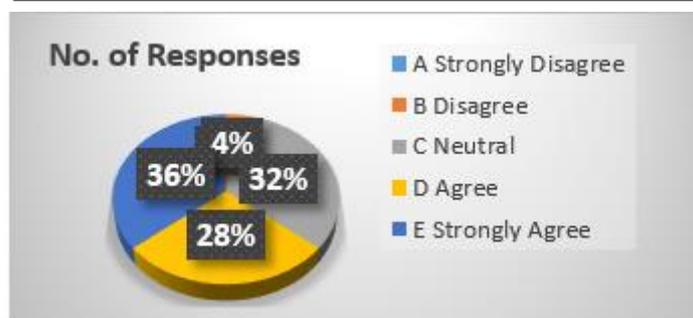


**Analysis:** From the above table, it is found that 44% of the people Agree with the statement that “The existing knowledge of any organization is bound to obsolete with changes in technologies and policies”.

**Interpretation:** With the above Analysis, I interpret that majority of the respondents Agree that the existing knowledge of their organization is bound to obsolete with changes in technologies and policies with training and development of Knowledge Management.

**Q-22: The major factor which influences the knowledge retention in your organization is due to rotational transfer between divisions**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	8	8%
B	Disagree	16	16%
C	Neutral	24	24%
D	Agree	44	44%
E	Strongly Agree	8	8%

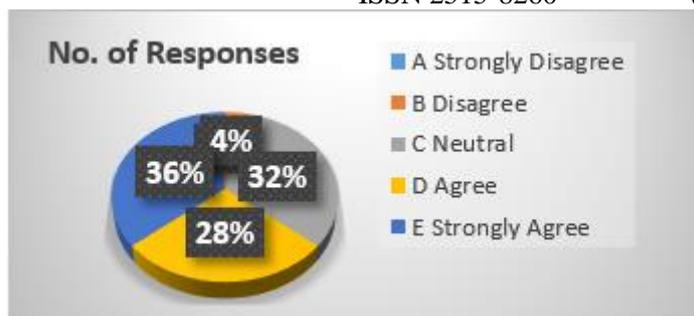


**Analysis:** From the above table it is found that, 8% of the respondents Strongly Agree and 44% Agree with the above statement “The major factor which influences the knowledge retention in your organization is due to rotational transfer between divisions”

**Interpretation:** With the above analysis, I conclude that majority of respondents agree that the major factor which influences the knowledge retention in their organization is due to rotational transfer between divisions.

**Q-23: The best method for knowledge management is training / coaching**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	4	4%
B	Disagree	4	4%
C	Neutral	28	28%
D	Agree	40	40%
E	Strongly Agree	24	24%

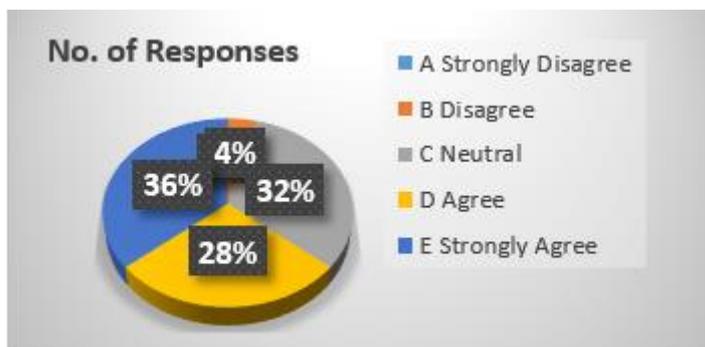


**Analysis:** From the above table, it is found that 24% of the respondents Strongly Agree and; 40 % of the respondents Agree with above statement “The best method for knowledge management is training / coaching”

**Interpretation:** With the above analysis, I conclude that majority of the respondents Agree that best method for knowledge management is training / coaching. And this practice of Training and Coaching is being carried out in their organization.

**Q -24: Your organization has Knowledge Management Department/ Manager**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	8	8%
B	Disagree	4	4%
C	Neutral	24	24%
D	Agree	32	32%
E	Strongly Agree	32	32%

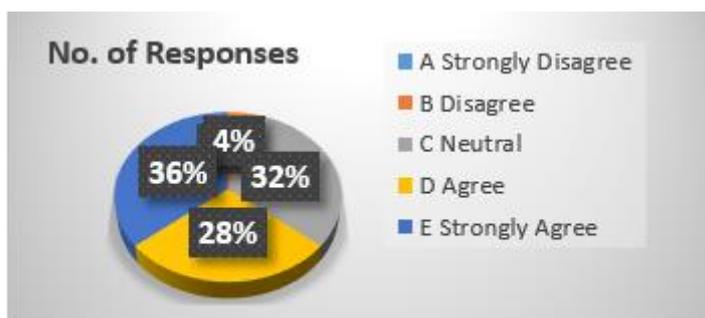


**Analysis:** From the above table it is found that 32% of the employees Strongly Agree and 32% of the employees Agree with the statement that “Your organization has Knowledge Management Department/ Manager”

**Interpretation:** With the above table and analysis, I conclude that the majority of the respondents have Knowledge Management Department/ Manager in their organization.

**Q-25: Knowledge management service helps you to improve your performance**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	4	4%
B	Disagree	0	0%
C	Neutral	24	24%
D	Agree	36	36%
E	Strongly Agree	32	32%

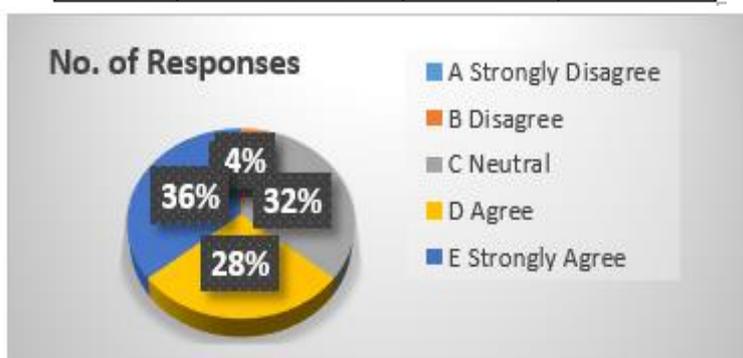


**Analysis:** From the above table it is found that 32% of the respondents Strongly Agree and; 36% of the respondents Agree and 24 % of respondents consider Neutral the above statement “Knowledge management service helps you to improve your performance”.

**Interpretation:** With the above analysis I conclude that majority of the people agree that Knowledge Management services helps the employees to improve their performance and productivity and efficiency.

**Q-26: The organizational structure allows and facilitates its people to accomplish their task according to the knowledge management services (Libraries).**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	0	0%
B	Disagree	4	4%
C	Neutral	40	40%
D	Agree	32	32%
E	Strongly Agree	24	24%



**Analysis:** From the above table it is found that 24% of respondents Strongly Agree, 32 % of the respondents Agree and 40 % of the employees are Neutral with the statement that “The organizational structure allows

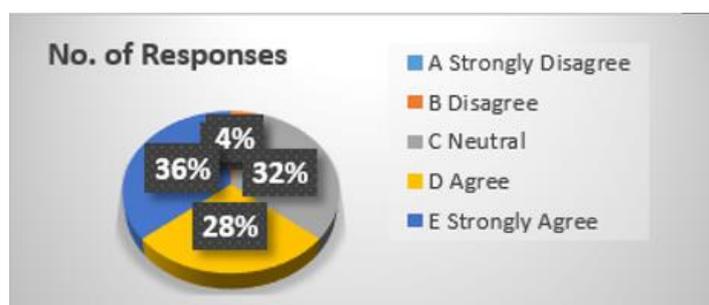
and facilitates its people to accomplish their task according to the knowledge management services (Libraries)”.

**Interpretation:** With the above analysis I interpret that majority of the employees of Automotive Industry have the organizational structure that allows and facilitates its people to accomplish their task according to the knowledge management services like Libraries that may be digital and / or actual library with books.

**Q-27:**

**Employees of your organizations are allowed to discuss the new concepts gathered from knowledge management services**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	4	4%
B	Disagree	0	0%
C	Neutral	16	16%
D	Agree	40	40%
E	Strongly Agree	40	40%

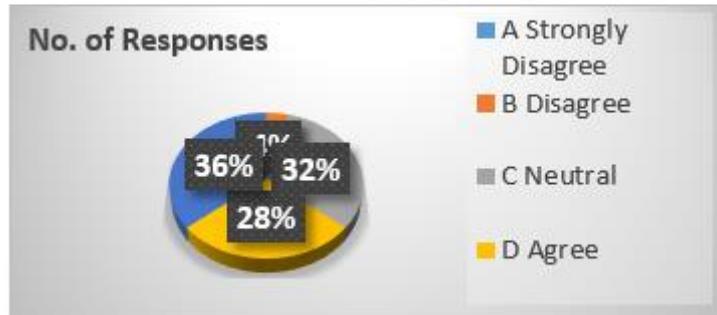


**Analysis:** From the above table it is found that 36% of respondents Strongly Agree and 40 % of the respondents who are employees in automotive industry Agree with the statement “Employees of your organizations are allowed to discuss the new concepts gathered from knowledge management services”

**Interpretation:** With the analysis above I conclude employees are given freedom to talk about education on products and services with regard to Customer Service.

**Q-28: There is a formal channel of communication for sharing information in your organization.**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	8	8%
B	Disagree	4	4%
C	Neutral	20	20%
D	Agree	24	24%
E	Strongly Agree	44	44%

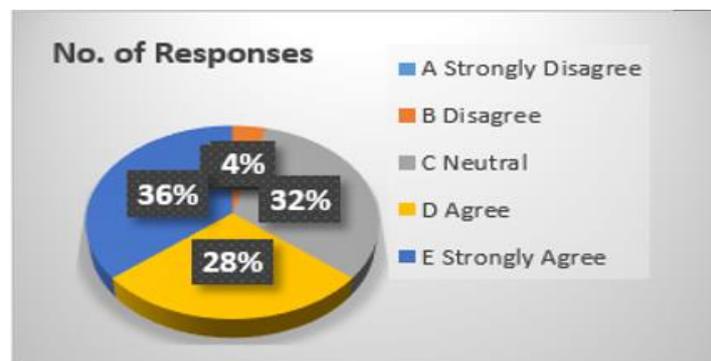


**Analysis:** From the above table it is found that 44 % of the respondents Strongly Agree and 24 % of respondents Agree that there is a formal channel of communication for sharing information in their organization.

**Interpretation:** With the above analysis I interpret that majority of respondents have an official channel of communication in their organization for the flow of information from Management to employees and from employees to Management.

**Question- 29:** Knowledge Management services help in solving problem related to performance enhancement

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	8	8%
B	Disagree	4	4%
C	Neutral	16	16%
D	Agree	36	36%
E	Strongly Agree	36	36%

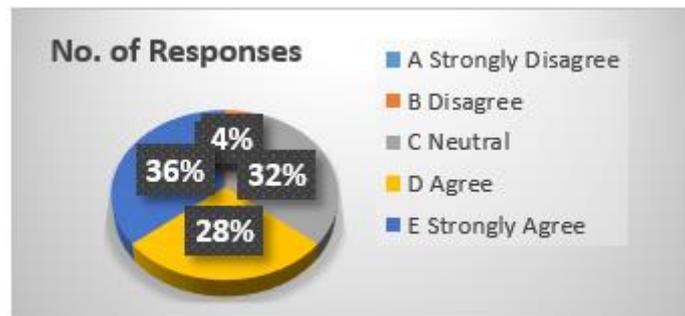


**Analysis:** From the above table. It is found that 36 % of the respondents Strongly Agree and 36 % of the respondents Agree with the statement that Knowledge Management services help in solving problem related to performance enhancement. From the above table it is found that 16 % of respondents consider the statement Neutral.

**Interpretation:** With the above analysis, I interpret that majority of the respondents think that Knowledge Management services help in solving problem related to performance enhancement and they have Knowledge Management Services in their firm.

**Q-30: Your organization provides better environmental facilities (Training Rooms) for Improving KM services**

Options	Responses	No. of Responses	Percentage
A	Strongly Disagree	0	0%
B	Disagree	4	4%
C	Neutral	32	32%
D	Agree	28	28%
E	Strongly Agree	36	36%



**Analysis:** From the above table, it is found that 36% of Respondents Strongly Agree with the statement “organization provides better environmental facilities (Training Rooms) for Improving KM services”. From the above table, it is found that 28 % of Respondents Agree with the above statement. And 32% of Respondents are Neutral with the statement.

**Interpretation:** With the above analysis, I interpret that majority of respondents agree that their organization provide better environment facilities like Training Rooms from improving Knowledge Management services for the benefit of employees.

## 6. Recommendations and Suggestions:

- ✓ As per the Research study, the Knowledge Management practice is there in most organizations in Automotive Industry.
- ✓ Most of the companies still have the Training Department and the Company trainers give employees training at regular intervals at various levels in the organizations.
- ✓ Employees at ground level consider Knowledge Management as Training only.
- ✓ All the Automotive outlets have a Trainer and a Training center.
- ✓ On interviewing in most of the Customer Relationship Manager (CRM) at the Automobile sales outlets, stated that during summer season it is difficult to achieve the sales target set. The Customer Relationship Manager, try to contact the customers from the Customer Database and the Sales Team employees in the unit visits the Customer to convert the Potential Customers into Buyers and the new employees accompany the seniors during the visit to learn the art of convincing the customer. This is part and parcel of the organizational knowledge sharing practice.”
- ✓ The summer season is utilized for Training the employees as stated by the CRM, the Trainer from the Head office provide training on Service and product knowledge & schemes.
- ✓ Some of the outlets runs the Rewards and Recognition program for the employees. They have a Wall of Fame for the Highest Achievers.

- ✓ The employees with the highest sales are given incentives as Motivation and asked to share his experience with other employees about his target achievement, so that the knowledge transfer takes place to others.

## 7. Conclusions

- ✓ KM is a complex and time-consuming activity, and it cannot deliver business impact without a concrete plan, KM needs a perfect plan with actual milestones set at regular intervals.
- ✓ Structuring of KM architecture should allow for the complex nature of knowledge, which can often be uncertain, difficult to capture, dynamically changing, highly context dependent, expensive to codify, and too politically sensitive to make explicit.
- ✓ This Meta framework, if implemented successfully then the companies can easily capture best practices, improve Performance, nurture innovation, enhance customer service, reuse software code and expand across boundaries of technology generations and varying maturity levels of markets.

## Bibliography

- [1] Brent N. Hunter the Power of KM: Harnessing the Extraordinary Value of Knowledge Management, 2016
- [2] Srivastava, B.P. Knowledge Management: An Emerging Concern. Kutub Publication, New Delhi.2012
- [3] Dipak Kumar Bhattacharyya, (2015) "Training and Development – Theories and Applications",
- [4] Harris, L. (2000). A theory of intellectual capital in Herling, R. W. and Provo, J. (eds) Strategic Perspectives on Knowledge, Competence and Expertise, San Francisco
- [5] Patrick (2007) Organising Knowledge: Taxonomies, Knowledge and Organisational Effectiveness
- [6] Lambe Patric, (2014) Knowledge Audits and Knowledge Mapping
- [7] Kimiz Dalkir; 6 June 2005, Knowledge Management in Theory and Practice
- [8] Edna Pasher, Tuvya Ronen; 2011, The Complete Guide to Knowledge Management: A Strategic Plan to Leverage Your Company's Intellectual Capital
- [9] Harvard Business Review on Knowledge Management; Book by John Seely Brown and Peter Drucker;1998
- [10] The Knowledge Creating Company; Book by Hirotaka Takeuchi and Ikujiro Nonoka;1991
- [11] Edna Pasher, Tuvya Ronen The Complete Guide to Knowledge Management: A Strategic Plan to Leverage Your Company's Intellectual Capital, ISBN: 978-0-470-88129-3 February 2011