A STUDY ON IMPLEMENTATION OF KNOWLEDGE MANAGEMENT PRACTICES FOR CAREER DEVELOPMENT AMONG IT EMPLOYEES

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ABSTRACT:

This paper analyzed the Implementation of Knowledge Management practices for Career Development among IT employees. Great changes have taken place in Career Development through Implementation of Knowledge Management. This paper reveals importance of Knowledge Management to development career in great extent. The Study analyzed that Implementation of Knowledge Management for Career Development has insignificant variance while comparing with Personal Background, Methods like Training, Mentoring, Coaching used for Knowledge Management have high Impact among IT employees and Technologies like Internet, Intranet, Groupware are implemented in organization has high Impact on satisfaction with implementation of Knowledge Management. The implementation of knowledge management is very essential for IT employees to develop profession in successful way.

INTRODUCTION:

The field of HRM evolved both in India and elsewhere, over a number of years to its present level of sophistication and use of proactive methods. The effective use of people is the critical factor in the successful accomplishment of corporate goals. To this end HR managers need to understand the needs, aspiration of employees proactively, face the challenges head on and resolve issues amicably in the years ahead. As human beings are dynamic and complex, managing the human resources has become a challenging job for any type of organization.

The knowledge base surrounding human resource development is increasing rapidly, within government and agencies. These demands have to be balanced. Resources have to be found, frontiers agreed upon and strategies formulated. The strategic importance of investments in developing people, methods of doing the same, strategic choices that need to be made in developing people in terms of the categories of people to be targeted, processes that could be used for effective implementation of human resource development policies and programs, and the sect oral points of attention which are critical for development.

HRD and Knowledge Management:

1. HRD should help the organization articulate the purpose of the knowledge management system. Investing in a knowledge management initiative without a clear sense of purpose is like investing in an expensive camera that has far more capabilities than you need to take good pictures of family and friends.

2. HRD should also create the "ultimate employee experience." That is, by transforming tacit knowledge into explicit knowledge through education, organizations must build employee skills, competency, and careers, creating "bench strength."
3. HRD must integrate effective knowledge sharing and usage into daily life. That is, knowledge sharing must be expected, recognized, and rewarded.
4. HRM must relax controls and allow behaviors that, in the clockwork world of industrial efficiency, never would have been tolerated.
5. HRM must take a strategic approach to helping firms manage e-mail, instant messenger, internet surfing, and similar uses of technology. Clearly, the Internet has a role in generating and disseminating knowledge, and therefore is an integral part of knowledge management.
6. HRM must champion the low-tech solutions to knowledge management. Although it should not ignore the high-tech knowledge management tools, HRM contains the expertise to develop low-tech knowledge management strategies.

OBJECTIVE OF STUDY:

1. To identify the methods to development knowledge Management for the employees in the IT companies.
2. To Study the Implementation of Knowledge Management for Career development among IT employees.

STATEMENT OF PROBLEM:

Knowledge management is essentially helping the IT employees to plan and develop their career in terms of their capacities. Knowledge Management focuses on "doing the right thing" instead of "doing things right". Knowledge management is a structure within which the organization views all its processes as knowledge processes which involves business processes such as creation, distribution, renewal and application of knowledge is very important for career development. The knowledge management and flexible career mode makes the IT employee's career development process takes place a great variety. This study mainly focuses on implementation of knowledge management practices for career development among IT employess to plan and develop the career in successful way.

RESEARCH DESIGN:

The research study is descriptive in nature and is concerned with describing the characteristics of respondents of Knowledge Management and Career Development. In this study, two stages of random sampling technique were used. In the first stage, Stratified random sampling technique was used for drawing companies out of total number of IT companies in Coimbatore city. In the second stage, Simple random sampling technique was used to select the employees of selected companies, which have sufficient scope for the topic of study were included. The primary data was collected from the respondents by using structured questionnaire in selected IT Companies. Secondary data was collected from the Websites, Text Books, Journals and Magazines. SPSS has been used for the analysis of data. ANOVA, Chi-square, Correlation, Garret Rank analysis, Friedman test and Factor analysis are used for study.

ANALYSIS AND INTERPRETATION:

TABLE - 1
GARRET RANKING - SUITABLE METHODS FOR KNOWLEDGE MANAGEMENT

S.No.	Method	Total Score	Mean Score	Rank
1.	Training	29001	58.00	I
2.	Exit Interviews	23277	46.55	VI
3.	Mentoring	25521	51.04	II
4.	Documentation	23943	47.89	V
5.	Retiree Programmes	24812	49.62	VI
6.	Coaching	25077	50.15	III
7.	Rotational assignments	22063	44.13	VII

Source: Primary data

Interpretation:

The above table was prepared for the purpose of finding suitable method for the knowledge management, and from the employees response, Training is in first rank with the mean score of 58, Second rank is for Mentoring with the mean score of 51.04, With the mean score of 50.15, Coaching is in third rank, Retiree programmes and Documentation are in fourth and fifth ranks with the mean scores of 49.62 and 47.89 respectively. Exit interviews got sixth rank with the mean score of 46.55 and the last rank of seventh was obtained by rotational assignments with the mean score of 44.13.The above table shows that Training is the best suitable method to develop knowledge management.

TABLE – 2
FRIENDMAN TEST- SUITABLE METHODS FOR KNOWLEDGE MANGEMENT

S.No	Methods for KM	Mean Rank	Rank
1	Training	3.63	1
2	Exit Interviews	4.94	6
3	Mentoring	3.82	2
4	Documentation	4.11	5
5	Retiree Programs	4.07	4
6	Coaching	4.03	3
7	Rotational assignments	3.4	7

Source: Primary data

This table lists the mean rank of each variable. High rank corresponds to the lower values of the variables.

Ho: There is insignificant difference between mean ranks in Methods for Knowledge Management.

Friedman Test

N	500
Chi-Square	151.893
Df	6
P-value	.000
S/NS	**S**

P<0.05, S- Significant

Interpretation:

This table lists the result of the Friedman test. For these rankings, the Chi-Square value is 151.893, Degree of freedom is equal to the number of values minus 1. As 7 options are ranked, there are 6 degrees of freedom. It is clear from the above table that significance level is 0.00 at 5 percent level of significance. Hence, the hypothesis is rejected. Atleast one of the variables differs from the others.

TABLE – 3
FACTOR ANALYSIS - SUITABLE METHOD FOR KNOWLEDGE MANAGEMENT :
KMO and Bartlett's Test for factors relating to methods for KM

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.075
Bartlett's Test of Sphericity	Approx. Chi-Square	2207.218
	Sig.	.000

Kaiser-Meyer-Oklin (KMO) Measure of Sampling Adequacy (MSA) and Bartlett's test of Sphericity were applied to verify the adequacy or appropriateness of data for factor analysis. In this study, the value of KMO for overall matrix was found to be good (2207.218) and Bartlett's test of Sphericity was highly significant (p< 0.05). Bartlett's Sphericity test was effective, as the Chi- Square value draws significance at five percent level.

Eigen values and proportion of total variance of each underlying factor relating to methods for Knowledge Management to develop Career.

Comp	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.	2.151	30.727	30.727	2.151	30.727	30.727	1.671	23.870	23.870
2.	1.550	22.141	52.867	1.550	22.141	52.867	1.620	23.138	47.007
3.	1.187	16.964	69.831	1.187	16.964	69.831	1.598	22.823	69.831

Extraction Method: Principal Component Analysis.

The results of the factor analysis presented in the table, regarding factors relating to Method adapting for Knowledge Management have revealed that there are 3 factors that had Eigen value exceeding one. Among those 3 factors, the first factor accounted for 30.727 percent of the variance, the second 22.141 percent, the third factor 16.964 percent of the total variance in the scale items measuring the factors relating to Methods adapted for Knowledge Management. Hence, from the above results, it is certain that these are factors relating to Methods adapted for Knowledge Management.

Communalities for factors relating to methods for KMP

S.No.	Particulars	Initial	Extraction
1.	Method for Knowledge Management –Training	1.000	.718
2.	Method for Knowledge Management -Exit Interviews	1.000	.697
3.	Method for Knowledge Management –Mentoring	1.000	.708
4.	Method for Knowledge Management –Documentation	1.000	.594
5.	Method for Knowledge Management -Retiree Programmes	1.000	.699
6.	Method for Knowledge Management –Coaching	1.000	.850
7.	Method for Knowledge Management -Rotational assignments	1.000	.622

Extraction Method: Principal Component Analysis.

The above table (Communalities) represents the application of the Factor Extraction Process, it was performed by Principal Component Analysis to identify the number of factors to be extracted from the data and by specifying the most commonly used Varimax Rotation Method. In the Principal Component Analysis, total variance in the data is considered. The proportion of the variance is explained by the ten factors in each variable. The proportion of variance is explained by the common factors called communalities of the variance. Principal Component Analysis works on initial assumption that all the variance is common. Therefore, before extraction the communalities are all 1.000. Then, the most common approach for determining the number of factors to retain, i.e., examining Eigen values was done.

Rotated Component Matrix for factors relating to methods for KM

S.No.	Particulars	Component		
		1	2	3
1.	Method for Knowledge Management –Training	**.819**	.184	.117
2.	Method for Knowledge Management -Exit Interviews	**-.697**	.438	.137
3.	Method for Knowledge Management –Mentoring	**-.602**	-.400	-.432
4.	Method for Knowledge Management -Retiree Programmes	.049	**.807**	.213
5.	Method for Knowledge Management -Rotational assignments	-.028	**-.752**	.237
6.	Method for Knowledge Management –Coaching	.108	-.073	**-.913**
7.	Method for Knowledge Management –Documentation	.370	-.114	**.667**

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 6 iterations.

Table represents the Rotated Component Matrix, which is an important output of Principal Component Analysis. The coefficients are the factor loadings which represent the correlation between the factors and the nineteen variables. From the above factor matrix, it is found that coefficients for factor-I have high absolute correlations with variables Training, Exit

Interviews and Mentoring, that is, 0.819, -0.697 and -0.602 respectively. Similarly factor-II has high absolute correlation with variable Retiree Programmes and Rotational assignments, that is, 0.807 and -0.752 respectively. Factor-II has high absolute correlation with variables, Coaching and Documentation that is, -0.913 and 0.667 respectively. In such a complex matrix it is difficult to interpret the factor. So the rotated factor matrix is computed.

Component Transformation Matrix

Component	1	2	3
1.	.640	.407	.652
2.	-.494	.867	-.056
3.	.588	.286	-.756

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

Conclusion

Thus the six variables in the data were reduced to three Component factors and each factor may be identified with the corresponding variables as follows:

Showing the for factors relating to methods for KM

S.No.	Particulars	Results
1.	Method for Knowledge Management –Training	Factor I
2.	Method for Knowledge Management -Exit Interviews	
3.	Method for Knowledge Management –Mentoring	
4.	Method for Knowledge Management -Retiree Programmes	Factor II
5.	Method for Knowledge Management -Rotational assignments	
5.	Method for Knowledge Management –Coaching	Factor III
6.	Method for Knowledge Management –Documentation	

TABLE - 4
ANOVA - IMPLEMENTATION OF KMP FOR CAREER DEVELOPMENT:
Variance in Implementation of KMP for Career Development with Age:

S.No.	Statement		Sum of Squares	Df	Mean Square	F	Sig.
1.	Satisfaction with implementation of Knowledge Management for career development	Between Groups	1.640	4	.410	.631	.641
		Within Groups	321.758	495	.650		
		Total	323.398	499			

Interpretation:

The f value is 0.631, and the significance value is 0.641, It is more than 0.05 and so the Null hypothesis is accepted, hence it is concluded that Satisfaction with implementation of Knowledge Management for career development has insignificant variance while comparing with age.

Variance in Implementation of KMP for Career Development with Gender:

S.No	Statement		Sum of Squares	Df	Mean Square	F	Sig.
1.	Satisfaction with implementation of Knowledge Management for career development	Between Groups	.109	1	.109	.168	.682
		Within Groups	323.289	498	.649		
		Total	323.398	499			

Interpretation:

The f value is 0.168, and the significance value is 0.682 it is more than 0.05, So the Null hypothesis is accepted, hence it is concluded that the Satisfaction with implementation of Knowledge Management for career development has insignificant variance while comparing with Gender.

Variance in Implementation of KMP for Career development with Marital Status:

S.No	Statement		Sum of Squares	Df	Mean Square	F	Sig.
1.	Satisfaction with implementation of Knowledge Management for career development	Between Groups	3.107	1	3.107	4.831	.028
		Within Groups	320.291	498	.643		
		Total	323.398	499			

Interpretation:

The f value is 4.831, and the significance value is 0.028, It is less than 0.05, So the null hypothesis is rejected, Hence it is concluded that the Satisfaction with implementation of Knowledge Management for career development has a significant variance while comparing with Marital Status.

Variance in Implementation of KMP for Career Development with Year of Service:

S.No.	Statement		Sum of Squares	df	Mean Square	F	Sig.
1.	Satisfaction with implementation of Knowledge Management for career development	Between Groups	3.939	3	1.313	2.039	.108
		Within Groups	319.459	496	.644		
		Total	323.398	499			

Interpretation:

The f value is 2.039, and the significance value is 0.108. It is more than 0.05, so the null hypothesis is accepted, Hence it is concluded that the Satisfaction with implementation of Knowledge Management for career development has insignificant variance while comparing with Service.

Variance in Implementation of KMP for Career Development with Educational Qualification:

S.No.	Statement		Sum of Squares	Df	Mean Square	F	Sig.
1.	Satisfaction with implementation of Knowledge Management for career development	Between Groups	1.384	3	.461	.710	.546
		Within Groups	322.014	496	.649		
		Total	323.398	499			

Interpretation:

The f value is 0.71, and the significance value is 0.546, It is more than 0.05, So the null hypothesis is accepted, hence it is concluded that Satisfaction with implementation of Knowledge Management for career has insignificant variance while comparing with Educational Qualification.

Variance in Implementation of KMP for Career Development with Monthly Income:

S.No.	Statement		Sum of Squares	Df	Mean Square	F	Sig.
1.	Satisfaction with implementation of Knowledge Management for career development	Between Groups	5.287	4	1.322	2.057	.085
		Within Groups	318.111	495	.643		
		Total	323.398	499			

Interpretation:

The f value is 2.057, and the significance value is 0.085, It is more than 0.05, So the null hypothesis is accepted, Hence it is concluded that Satisfaction with implementation of Knowledge Management for career development has insignificant variance while comparing with Monthly Income.

TABLE – 5

CHI- SQUARE - ASSOCIATION BETWEEN IMPLEMENTATION OF KNOWLEDGE MANAGEMENT FOR CAREER DEVELOPMENT AND PERSONAL BACKGROUND

S.No.	Implementation of KM for Career	Value	Approx. Sig.
1.	Age	-.047	.294
2.	Gender	-.013	.774
3.	Marital Status	.039	.390
4.	Years of service	.007	.868
5.	Educational Qualification	-.045	.315
6.	Monthly Income	-.028	.528

Interpretation:

Age:

The Pearson correlation value is -0.047, which means the Age and Satisfaction with implementation of Knowledge Management for career has negative correlation. The significant value (0.294) is more than 0.05 which shows that the Age and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Age has low impact on Satisfaction with implementation of Knowledge Management for career.

Gender:

The Pearson correlation value is -0.013, that means the Gender and Satisfaction with implementation of Knowledge Management for career has negative correlation and the significant value (0.774) which shows that the Gender and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Gender have low Impact on Satisfaction with implementation of Knowledge Management for career.

Marital Status:

The Pearson correlation value is 0.039, which means the Marital Status and Satisfaction with implementation of Knowledge Management for career has positive correlation. The significant value (0.39) is more than 0.05 which shows that the Marital Status and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Marital Status has low impact on Satisfaction with implementation of Knowledge Management for career.

Years of service:

The Pearson correlation value is 0.007, which means the Service and Satisfaction with implementation of Knowledge Management for career has positive correlation and the significant value (0.868) is more than 0.05 which shows that the Service and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Service has low impact on Satisfaction with implementation of Knowledge Management for career.

Educational Qualification:

The Pearson correlation value is -0.045, that means the Educational Qualification and Satisfaction with implementation of Knowledge Management for career has negative correlation and the significant value (0.315) is more than 0.05 which shows that the Educational Qualification and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Educational Qualification has low impact on Satisfaction with implementation of Knowledge Management for career.

Monthly Income:

The Pearson correlation value is -0.028, that means the Monthly earnings and Satisfaction with implementation of Knowledge Management for career has negative correlation and the significant value (0.528) is more than 0.05 which shows that the Monthly earnings and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Monthly earnings has low impact on Satisfaction with implementation of Knowledge Management for career.

TABLE – 5
CORRELATION BETWEEN IMPLEMENTATION OF KNOWLEDGEMANAGEMENT FOR CAREER DEVELOPMENT AND PERSONAL BACKGROUND

S.No	Implementation of KM for Career	Value	Approx. Sig.
1.	Age	-.047	.294
2.	Gender	-.013	.774
3.	Marital Status	.039	.390
4.	Years of service	.007	.868
5.	Educational Qualification	-.045	.315
6.	Monthly Income	-.028	.528

Interpretation:

Age:

The Pearson correlation value is -0.047, which means the Age and Satisfaction with implementation of Knowledge Management for career has negative correlation and the significant value (0.294) is more than 0.05 which shows that the Age and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Age has low impact on Satisfaction with implementation of Knowledge Management for career.

Gender:

The Pearson correlation value is -0.013, which means the Gender and Satisfaction with implementation of Knowledge Management for career has negative correlation and the significant value (0.774) is more than 0.05 which shows that the Gender and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Gender has low impact on Satisfaction with implementation of Knowledge Management for career.

Marital Status:

The Pearson correlation value is 0.039, it means the Marital Status and Satisfaction with implementation of Knowledge Management for career has positive correlation and the significant value (0.39) is more than 0.05 it shows that the Marital Status and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Marital Status has low impact on Satisfaction with implementation of Knowledge Management for career.

Years of service:

The Pearson correlation value is 0.007, it means the Service and Satisfaction with implementation of Knowledge Management for career has positive correlation and the significant value (0.868) is more than 0.05, it shows that the Service and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Service has low impact on Satisfaction with implementation of Knowledge Management for career.

Educational Qualification:

The Pearson correlation value is -0.045, it means the Educational Qualification and Satisfaction with implementation of Knowledge Management for career has negative correlation and the significant value (0.315) is more than 0.05, It shows that the Educational Qualification and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Educational Qualification has low impact on Satisfaction with implementation of Knowledge Management for career.

Monthly Income:

The Pearson correlation value is -0.028, it means the Monthly earnings and Satisfaction with implementation of Knowledge Management for career has negative correlation and the significant value (0.528) is more than 0.05, It shows that the Monthly earnings and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Monthly earnings has low impact on Satisfaction with implementation of Knowledge Management for career.

TABLE - 6

CHI – SQUARE – IMPLEMENTATION OF TECHNOLOGIES AND SATISFACTION IN VARIOUS FACTORS:

S.No.	Statements	Value	df	Asymp. Sig. (2-sided)
1.	Satisfaction with implementation of Knowledge Management for career	14.981	21	.824
2.	Satisfaction with Knowledge Management Program to develop the career	30.683	21	.058
3.	Opinion about existing policies of Knowledge Management	25.147	21	.241

Interpretations:

Implementation of Knowledge Management for career:

The calculated X2 value is 14.981 and the p value (0.824) is more than 0.05, so the Null hypothesis is accepted. Hence, it can be concluded that there is no difference between the technologies implemented in organization and Satisfaction with implementation of Knowledge Management for career.

Satisfaction with Knowledge Management Program:

The calculated X2 value is 30.683 and the p value (0.058) is more than 0.05, So the Null hypothesis is accepted. Hence, it can be concluded that there is no a difference between the technologies implemented in organization and Satisfaction with Knowledge Management Program to develop the career.

Existing Knowledge management Policies:

The calculated X2 value is 25.147 and the p value (0.241) is more than 0.05, So the Null hypothesis is accepted. Hence, it can be concluded that there is no difference between the technologies implemented in organization and Opinion about existing policies of Knowledge Management.

TABLE - 7

CORRELATION -TECHNOLOGIES IMPLEMENTED IN ORGANIZATION

S.No	Factors	Value	App. Sig.
1	Satisfaction with implementation of Knowledge Management for career	0.031	0.49
2	Satisfaction with Knowledge Management Program to develop the career	-0.086	0.055
3	Opinion about existing policies of Knowledge Management	-0.057	0.206

Interpretation:

Implementation of Knowledge Management for career:

The Pearson correlation value is 0.031, it means the Technologies implemented in organization and Satisfaction with implementation of Knowledge Management for career has positive correlation and the significant value (0.490) is more than 0.05 which shows that the Technologies implemented in organization and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. It means, change in Technologies implemented in organization has low impact on Satisfaction with implementation of Knowledge Management for career.

Satisfaction with Knowledge Management Program:

The Pearson correlation value is -0.086, it means the Technologies implemented in organization and Satisfaction with Knowledge Management Program to develop the career has negative correlation and the significant value (0.055) is more than 0.05, It shows that the Technologies implemented in organization and the Satisfaction with Knowledge Management Program to develop the career are not statistically correlated. It means, change in Technologies implemented in organization has low impact on Satisfaction with Knowledge Management Program to develop the career.

Existing Knowledge management Policies:

The Pearson correlation value is -0.057, It means the Technologies implemented in organization and Opinion about existing policies of Knowledge Management has negative correlation and the significant value (0.206) is more than 0.05, It shows that the Technologies implemented in organization and the Opinion about existing policies of Knowledge Management are not statistically correlated. It means, change in Technologies implemented in organization has low impact on Opinion about existing policies of Knowledge Management.

FINDINGS:

Methods for KM:

Among all the methods for the knowledge management, the training ranked first with the mean score of 58 and the last rank is obtained by rotational assignments with the mean score of 44.13.There is significant difference between mean ranks in Methods for Knowledge Management. Hence the hypothesis is rejected. From the factor analysis it is found that coefficients for factor-I correlated with variable Training, Exit Interviews and Mentoring with is 0.819, -0.697 and -0.602 respectively. Similarly factor-II correlated with variable Retiree Programs and Rotational assignments that are 0.807 and -0.752 respectively.

Satisfaction of Knowledge Management Program to Develop Career

The Satisfaction with Knowledge Management Program to develop the career has insignificant variance while comparing with Age, Gender, Marital Status, Years of service, Educational Qualification and Monthly Income. There is a difference between Satisfaction with Knowledge Management Program with Age, Years of service and Monthly Income and no difference with Gender, Marital Status and Educational Qualification. The Satisfaction with Knowledge Management Program to develop the career has low impact with Age, Marital Status, Education Qualification and Monthly Income and Years of Service has high impact.

Implementation of KMP for Career Development:

The Satisfaction with implementation of Knowledge Management for career development has insignificant variance while comparing with Age, Gender, Marital Status, Years of service, Educational Qualification and Monthly Income. There is no difference between satisfaction with implementation of Knowledge Management for career development with Age, Gender, Marital Status, Years of service, Educational Qualification and Monthly Income. The Satisfaction with implementation of Knowledge Management for career development has low impact with Age, Gender, Marital Status, Years of service, Educational Qualification and Monthly Income.

Technology Implementation in Organization:

The Technologies implemented in organization has low impact on Satisfaction with implementation of Knowledge Management, Knowledge Management Program to develop the career and Opinion about existing policies of Knowledge Management.

SUGGESTIONS:

1. Organization should appreciate and support individual developmental efforts.
2. Allowance, insurance schemes and other benefits should be increased to motivate the employees.
3. Employees have to be encourage for participate in knowledge management programs.
4. For effective implementation of knowledge management, company can appoint a CKO (Chief Knowledge Officer) who will be in charge of knowledge function.
5. To make the knowledge development process effective, monetary and non-monetary rewards should be given to the employees.
6. Communication between the team members can be increased.
7. Knowledge based and quality training should be given to the employees.

CONCLUSION:

The implementation of Knowledge Management for career development has insignificant variance while comparing with personal background of employees. There is no difference between satisfactions with implementation of Knowledge Management for career development with personal background of employees. The Satisfaction with implementation of Knowledge Management for career development has low impact with personal background of employees. This study reveals that technologies implemented in organization and Satisfaction with implementation of Knowledge Management for career has negative correlation, which shows that the Technologies implemented in organization and the Satisfaction with implementation of Knowledge Management for career are not statistically correlated. The Technologies implemented in organization has high impact on Satisfaction with implementation of Knowledge Management, Knowledge Management Program to develop the career and Opinion about existing policies of Knowledge Management has low impact. Since, this study focuses on the implementation of knowledge management to develop employee's career in effective way. The success of an organization is directly dependent on the level of knowledge management practices in that organization. This research postulated that a good KMP implementation requires extensive employee Training, Coaching, Mentoring for its efficient use. So, the organization must seriously think of implementing the KMP to develop employee's career in effective way.

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