A STUDY ON DEVELOPMENT OF CAREER IN KNOWLEDGE MANAGEMENT IN IT SECTOR

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INTRODUCTION:

Today, there is practically no government or international agency that does not see the importance of human resource development. The components and dimensions of human resource development which they perceive as being of strategic importance at a given point of time, for a given country or a group of countries, may vary, but the focus is uniform. The context for the renewed emphasis on human resource development is significant. The structural adjustments programmers adopted in a number of countries have brought home the vulnerability of human development variables. The linkages between investments in human development programmes and economic development have become sharper. There have been major international developments-such as the opening of global markets, the increased market orientation of economies and the restructuring in socialist countries-which have given rise to an increased competition, forcing developing countries to produce and market quality products at competitive prices. At the same time a range of concerns, including environmental issues, the changing role of women, the new information culture and demands for liberalization and democracy, are influencing policy and practice.

KNOWLEDGE MANAGEMENT:

What is Knowledge Management?

Although, throughout history, we have always managed our knowledge as best we could, it was the introduction of some new tools, new methods, new processes and new strategies that enabled us to think, for the first time, very differently about knowledge, and how to make some substantial improvements in the way we manage knowledge, as individuals, teams, organizations, and between organizations. We started to realize that there are now some radical and fundamentally new ways to accelerate learning and knowledge processes. During the early 1990's we started to think more about the knowledge processes of identifying, creating, storing, sharing and applying knowledge.

DEFINITIONS:

"Knowledge Management is the discipline to enable individuals, teams, organizations and communities, more collectively and systematically capture, store, share and apply their knowledge, to achieve their objectives. (Ron Young, CEO/CKO Knowledge Associates International)

"Most activities or tasks are not one-time events. Whether its drilling a well or conducting a transaction at a service station, we do the same things repeatedly. Our philosophy is fairly simple: every time we do something again, we should do it better than the last time". (Sir John Steely Browne, BP, Harvard Business Review, 1997)

"Knowledge management will deliver outstanding collaboration and partnership working. It will ensure the region maximizes the value of its information and knowledge assets and it will help its citizens to use their creativity and skills better, leading to improved effectiveness and greater innovation".(West Midlands Regional Observatory, UK)

The Role of Knowledge in HRM:

Knowledge is the capability of choosing the rational action for a certain purpose, and it has become an important component of competitiveness and a nation's economic development.

Organizations are becoming aware and are capitalizing on knowledge in form of patents, processes, management skills, technologies, information about customers and suppliers and core competency experience. Valued knowledge is an organization can be used to create differential advantage and affect an organization's ability to remain in the new marketplace economy. This suggests that information sharing and knowledge management both within the organization and across external entities are prerequisites for achieving agility. An agile organization uses knowledge about its internal and external environment to alter its routines, processes, and resource configurations. Internal knowledge of the firm refers to product and process specifications and capabilities, technology capabilities, inter-operability, reconfigurations, organizational culture, employee skill sets and leadership. The external knowledge refers to the knowledge of markets, competitors, technological trends, changing consumer preferences and others.

CAREER PLANNING AND DEVELOPMENT:

Career Planning:

It is the process of establishing career objectives and determining appropriate educational and developmental programs to further develop the skills required to achieve short- or long-term career objectives. The process of establishing career objectives and determining appropriate educational and developmental programs to further develop the skills required to achieve short- or long-term career objectives. Career planning is an ongoing process through which an individual sets career goals and identifies the means to achieve them. The process by which individuals plan their life's work is referred to as career planning. Through career planning, a person evaluates his or her own abilities and interests, considers alternative career opportunities, establishes career goals, and plans practical developmental activities.

Career Development:

Career development consists of the personal actions one undertakes to achieve a career plan. The terms career development and employee development need to be differentiated at this stage. Career development looks at the long-term career effectiveness of employees, whereas employee development focuses on effectiveness of an employee in the immediate future. The actions for career development may be initiated by the individual himself or by the organization.

Career Development invites you to review your work history and all the factors that influenced your career choices. Career Development is also future-oriented. Knowing the different aspects of your personality, your competencies and the skills you possess provides you and the Career Advisor with a 'roadmap,' which indicates what career is best for you. Career Development examines your present job situation and features of the job that will enable you to use your aptitudes: values, skills, competencies. A career plan is meant to set goals to develop the required skills that you need and will need in the future.

An important management responsibility is to develop subordinates to their fullest potential. Organizational change and growth require managers to focus on developing people and placing them in key position, for which the process of career planning is a process for becoming aware of self.

CAREER PLANNING TOWARDS KNOWLEDGE MANAGEMENT:

Because the organization becomes more flexible, the employee also becomes more flexible. With the improvement of people's work mode, people's career also changed. The work methods that climb the career ladders have passed, because the work will be re-planned to match new reality. Managers take plenty of time to move along horizontal not lengthways ladders, no longer existing single career path, but existing the contract work and various opportunities to choose the organization freely. Under the influence of the knowledge management, the new work mode is of mobility, which makes the employee's occupation choice and the career take place important variety.

The development of knowledge management makes the hardware production relevant information communications get a quick development. Moreover it makes software industry relevant to information communications develop quickly. Today, organizations resort to different types of employment, such as core, contract and casuals, to cater to changing business needs and many of them are outside the traditional boundaries of employment. The emergence of the new occupation makes people own more opportunities of career development, but it makes the part of white-collars who be engaged in the simple mental lose work opportunity. Those people who are engaged in easy work lose his work because its work is replaced by the related computer system or net system. This makes them have to look for a new job or attend relevant training. The fundamental requirements for internal career development rules cannot be

sustained, at least not in their entirety. Core workers being privileged employees who still maybe said to have a "career" with the organization, while peripheral workers provide labor to the firm as and when required. We have different modes of careers and a wider meaning for career success. The knowledge management makes the recruiting, the developing, the installing of the human resource break through the restriction of the time and the space. As a result, its influences on the work mode mainly lie in time dimension and space dimension.

STATEMENT OF THE PROBLEM:

The success of any organization depends on how the employees are motivated to understand the problems given in the changing environment condition by maintaining their competitive advantage. To meet the new challenges, the organization should support their knowledge management system in modernizing and upgrading their career planning and development process. Employees have to understand the problems given in the changing environment condition by maintaining their competitive advantage. To meet the new challenges of retaining good employees, the organization should also support their knowledge management system in modernizing and upgrading their career planning and development process. In practice, most of the employees take career planning and development as a choice and as an extra effort to their main work. Sometimes they think of this when they get pulled down in their career, by then it becomes too late to upgrade themselves in the existing organization systems. The present study depicts the importance of Career Planning and Development in knowledge management. It helps to identify the sustaining factors of knowledge management through upgrading themselves to meet the changing needs of the organization.

OBJECTIVE OF THE STUDY:

1. To know about the personal background of employees.
2. To identify the measures taken for career planning & development in organization.
3. To identify the factors which affects employees career planning and development.

RESEARCH DESIGN:

In the first stage, Judgement sampling technique of Non-probability sampling was used. Out of the total industries of IT sector in Coimbatore city, selected industries which have much scope for the topic of study were included. 500 respondents have been selected as sample size and sample units for this research study consist of employees in IT Industries in Coimbatore city.

Analysis and Interpretation:

Table No-1

DEMOGRAPHIC FACTORS WISE CLASSIFICATION OF RESPONDENTS

Personal Factors	Options	Number of Respondents	Percentage
Age	Below 25 years	158	31.6
	25-30 years	181	36.2
	31-35 years	95	19
	36-40 years	46	9.2
	Above 40 years	20	4
Gender	Male	391	78.2
	Female	109	21.8
Marital Status	Single	266	53.2
	Married	234	46.8
No. of years of service	Upto 3 years	213	42.6
	3 to 6 years	152	30.4
	6 to 9 years	55	11
	Above 9 years	80	16
Educational Qualification	Upto HSC	6	1.2
	UG	159	31.8
	PG	206	41.2

	Diploma	106	21.2
	Others	23	4.6
Monthly earnings	Less than Rs.8,000	58	11.6
	Rs.8,000-Rs.10,000	102	20.4
	Rs.10,000-Rs.20,000	221	44.2
	Rs.20,000-Rs.30,000	84	16.8
	Above Rs.30,000	35	7

Source : Primary data

Interpretation:

Age:

The above table shows that 36.2% of respondents were in the age between 25 to 30 years, 31.6% of respondents were in below 25 years of age group, 19% of respondents were in the age between 31-36 years, 9.2% of respondents were in age between 36-40 years and only 4% of respondents were in the age of above 40 years

Gender:

78.2% of respondents were Male and the remaining 21.8% of respondents were female.

Marital Status

53.2% of respondents were unmarried and the remaining 46.8% respondents were married

No. of years of service:

42.6% of respondents were having Upto 3 years of service, 30.4% of respondents were having 3 to 6 years of service, 16% of respondents were having above 9 years of service and 11% of respondents were having 6 to 9 years of service.

Educational Qualification:

41.2% of respondents were having PG qualification, 31.8% respondents having UG qualification, 21.4% of respondents having Diploma, 4.6% of respondents having other degrees and 1.2% of respondents having educational qualification as upto HSC.

Monthly earnings:

44.2% of the respondents were got Rs.10,000 to Rs.20,000 as their monthly earnings, 20.4% of the respondents were got Rs.8,000 to Rs.10,000 as their monthly earnings, 16.8% of

the respondents were got Rs.20,000 to Rs.30,000 as their monthly earnings, 11.6% of the respondents were got Less than Rs.8,000 as their monthly earnings and only 7% of respondents having monthly earnings above Rs.30,000.

Table No - 2

RESPONDENTS OPINIONS ABOUT VARIOUS FACTORS

Factors	Options	Number of Respondents	Percentage
Status of Knowledge management in Organisation	Not in existence at all	98	19.6
	Nascent stage	147	29.4
	Introduction	122	24.4
	Growth stage	133	26.6
time taken for employee to get the relevant knowledge document in organisation	A few minutes	180	36
	A few hours	88	17.6
	A few days	180	36
	Week or more	52	10.4
type of knowledge provided to employees by government/industry association	Relevant Knowledge	116	23.2
	Latest Knowledge	318	63.6
	Timely Knowledge	66	13.2
accomplishment of the career	Very great extent	190	38
	Great extent	189	37.8
	Moderate	84	16.8
	Some extent	22	4.4
	Small extent	15	3
involved in new projects	Always	225	45
	Often	124	24.8
	Sometimes	125	25
	Rarely	12	2.4

	Never	14	2.8
frequency of colleagues from others department ask for help or advice from employee or subordinates	Always	247	49.4
	Often	117	23.4
	Sometimes	88	17.6
	Rarely	26	5.2
	Never	22	4.4

Source : Primary data

Interpretation:

Status of Knowledge management in Organisation:

29.4% of respondents declares that Knowledge management in the organisation is in Nascent stage, 26.6% of respondents said that it is in Growth stage, 24.4% respondents disclose that it is in introduction stage, 19.6% of respondents said that it is not in existence at all.

Time taken for employee to get the relevant knowledge document in organisation:

Most of the employees that is 36% of employees said that the time taken for getting the relevant knowledge document in organisation is a few minutes and the same percentage of respondents said it takes few days time, 17.6% of respondents declares that it takes few hours time and 10.4% of respondents said that it takes one week or more.

Type of knowledge provided to employees by government/industry association:

63.6% of respondents were think that the knowledge provided by the government or industry association were latest knowledge, 23.2% of respondents think that it is relevant knowledge and 13.2% of respondents were think that it is Timely Knowledge.

Accomplishment of the career:

From the above table it is found that 38% of respondents were achieve their career very great extent, 37.8% of respondents were said Great extent, 16.8% of respondents were declared it is Moderate, 4.4% of respondents said that it is Some extent and 3% of respondents said that they achieve their career small extent.

Involved in new projects:

S.No.	Statement		Sum of Squares	Df	Mean Square	F	Sig.
. 1..	Satisfaction relating to Information for career planning and development in Organisation	Between Groups	14.827	4	3.707	4.35	0.002
		Within Groups	421.821	495	0.852		
		Total	436.648	499			

45% of respondents were always involved in new project, 24.8% of respondents were often involved in new project, 25% of respondents were sometimes involved in new project, 2.8% of respondents were never involved in new project and 2.4% of respondents were rarely involved in new project.

Frequency of colleagues from others department ask for help or advice from employee or subordinates

The above table shows that 49.4% of respondents said that Always Colleagues ask for help, 23.4% of respondents declared that Often, 17.6% of respondents says that Sometimes, 5.2% of respondents said that rarely and 4.4% of respondents said that Never Colleagues ask for help.

ANOVA - INFORMATION FOR CAREER PLANNING AND DEVELOPMENT

Variance in Information for Career Planning and Development while comparing with Age:

Interpretation:

The f value is 4.35, and the significance value is 0.002, It is less than 0.05 and so the null hypothesis is rejected, Hence, it is concluded that the Satisfaction relating to Information for career planning and development in organisation has a significant variance while comparing with age.

Variance in Information for Career Planning and Development while comparing with Gender

S.No.	Statement		Sum of Squares	Df	Mean Square	F	Sig.
1.	Satisfaction relating to Information for career planning and development in organisation	Between Groups	0.428	1	0.428	0.489	0.485
		Within Groups	436.22	498	0.876		
		Total	436.648	499			

Interpretation:

The f value is 0.489, and the significance value is 0.485 It is more than 0.05 and so, the null hypothesis is accepted. Hence it is concluded that the Satisfaction relating to Information for career planning and development in organisation has insignificant variance while comparing with Gender.

Variance in Information for Career Planning and Development while comparing with Marital Status:

S.No.	Statement		Sum of Squares	Df	Mean Square	F	Sig.
1.	Satisfaction relating to Information for career planning and development in organisation	Between Groups	.493	1	.493	.563	.454
		Within Groups	436.155	498	.876		
		Total	436.648	499			

Interpretation:

The f value is 0.563, and the significance value is 0.454, It is more than 0.05 and so, the null hypothesis is accepted, hence it is concluded that the Satisfaction relating to Information for career planning and development in organisation has insignificant variance while comparing with Marital Status.

Variance in Information for Career Planning and Development while comparing with Year of Experience:

S.No.	Statement		Sum of Squares	Df	Mean Square	F	Sig.
1.	Satisfaction relating to Information for career planning and development in organisation	Between Groups	1.514	3	.505	.575	.631
		Within Groups	435.134	496	.877		
		Total	436.648	499			

Interpretation:

The f value is 0.575, and the significance value is 0.631, It is more than 0.05 and so, the null hypothesis is accepted. Hence it is concluded that the Satisfaction relating to Information for career planning and development in organisation has insignificant variance while comparing with Service.

Variance in Information for Career Planning and Development while comparing with Education Qualification:

S.No.	Statement		Sum of Squares	df	Mean Square	F	Sig.
1.	Satisfaction relating to Information for career planning and development in organisation	Between Groups	2.487	3	.829	.947	.418
		Within Groups	434.161	496	.875		
		Total	436.648	499			

Interpretation:

The f value is 0.947, and the significance value is 0.418, It is more than 0.05, so the null hypothesis is accepted. Hence it is concluded that the Satisfaction relating to Information for career planning and development in organisation has insignificant variance while comparing with Educational Qualification.

Variance in Information for Career Planning and Development while comparing with Monthly Income:

S.No.	Statement		Sum of Squares	df	Mean Square	F	Sig.
1.	Satisfaction relating to Information for career planning and development in Organisation	Between Groups	3.733	4	.933	1.067	.372
		Within Groups	432.915	495	.875		
		Total	436.648	499			

Interpretation:

The f value is 1.067, and the significance value is 0.372, It is more than 0.05 and so the null hypothesis is accepted. Hence, it is concluded that the Satisfaction relating to Information for career planning and development in organisation has insignificant variance while comparing with Monthly Income.

Findings:

- The majority of respondents (36.2%) were in the age between 25 to 30 years. It shows 78.2% of respondents were Male, 53.2% of respondents were unmarried, 42. 6% of respondents were having upto 3 years of service. 41.2% of respondents were having PG qualification.44.2% of respondents were got Rs.10, 000 to Rs.20, 000 as their monthly earnings. Majority of respondents (71.4%) agreed that the performance appraisal as a basis for career planning, Majority of the respondents (67.4%) said that the organisation provides books and pamphlets on career issues, Most of respondents (76.4%) said that the organisation appreciates and supports individual developmental efforts, 38% of respondents were achieving their career very great extent, 45% of respondents were always involved in new project, 49.4% of respondents said that Always Colleagues ask for help.

- The satisfaction relating to Information for career planning and development has a significant variance while comparing with age and insignificant variance while comparing with Gender, Marital status, Years of service, Educational Qualification and monthly income. There is no difference between satisfaction relating to Information for career planning and development with Age, Gender and Year of service. There is

difference while relating to Marital Status, Education Qualification and Monthly Income.The Satisfaction relating to Information for career planning and development in Organization has low impact with Age, Gender, Years of Experience, Education Qualification and Monthly Income and Marital Status have high impact on it.

Suggestions:

1. To make the knowledge development process effective, monetary and non-monetary rewards should be given to the employees.
2. Communication between the team members can be increased.
3. Knowledge based and quality training should be given to the employees.
4. The employees should acquire latest and relevant knowledge skill existing in the present scenario.
5. Employees should consider knowledge sharing as a part of daily work.

Conclusion:

Career development is defined as a lifelong process, by which an individual defines and refines work roles. It includes awareness of individual interests, skills, attitudes, talents, and abilities, the people develop throughout their career. This process helps them to explore a variety of occupational opportunities, learn the realities of the workplace, and identify both the technical skills and individual qualities that they will need to succeed in their life through career. Many researchers think that new standard of career success should be adopted in knowledge-based economy era. Knowledge management uses information technology to identify, create structure and share knowledge, with the goal of improving decision making [Tyndale, 2002]. As the Internet became more popular, it was obvious to some that knowledge management systems using web-based hypertext had an enormous competitive advantage over standalone systems . Many organizations are distributed with disparate and complex knowledge resources that need to be integrated into a dynamic, updated, and consistent systemic framework. With the help of this knowledge management system, experts knowledge and wisdom are collected and organized it in a searchable format, to support end user quickly. Universally available access and inexpensive updating appear to be the critical elements for making knowledge management an attractive

alternative to traditional, paper-based methods. Knowledge-based system could successfully guide the various careers available especially in the field of Information Technology.

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