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HRD interventions and Innovative KM

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ABSTRACT

Knowledge management is an important issue for business life and one cannot achieve a competitive advantage without completely relying on KM's innovative work and HRD interventions. HRD includes a wide range of activities that make work possible for business managers that are competing in global work to gain competitive edge. HRD activities make KM work easy and thus knowledge flow becomes mollifying and then use and reuse of knowledge creates value. The value addition brings out organizational effectiveness. The gap has been identified from the study conducted by (Elena, 2013). In the paper researchers main focus was on accessing the HRD efficiencies in Knowledge Management. Researchers left space for future researcher to find the link between HRD interventions and KM. In this study the focus is on two HRD interventions i.e. performance appraisal and training with great emphasis on Knowledge Management. Both are of great importance in an organization and needs continuous feed back and improvement.

Introduction

Knowledge Management is all about providing quality knowledge by sharing and developing the accurate knowledge within the right context (Petersen, 2002). Knowledge Management is a process through which organization develops in terms of its culture, people and processes (Hatch,2004). Human Resource activities play a vital role in managing knowledge within an organization (Evans 2003; Carter and Scarbrough 2001; Currie and Kerrin 2003; Hunter et al 2002; Robertson and Hammersley 2000).Knowledge Management is, what a company knows about its competitors, procedures, processes etc. knowledge Management holds a perception of creating strategies that can integrate knowledge and useful information. KM is to create value by creating valuable tangibles for organizational effectiveness. The main success of HRM companies depends of its knowledge workers (Kong and Tompson 2009; Hislop 2010; Felin, Zenger, and Tomsik 2009).Human Resource Development contributes to Knowledge Management in variety of ways. It's not just to capture explicit knowledge by using of collaborative tools but to make use of this knowledge useful and a valuable asset of the organization to fulfill its capital need. Human Resource Development is to recruit people and provide them with basis training they need so that their needs are polished and they are well prepared to contribute to the exiting body of knowledge by contributing and participating in the activities taken by an organization. Thus organization uses the intellectual skills of its valuable people and it results in organizational effectiveness and efficiency. Knowledge Management is an effort to get the right knowledge to the right people at right time so that people can use of the shared and informative knowledge and put that useful knowledge in process (Mathis 2010). The Holy Grail of Knowledge Management is to capture useful knowledge and that knowledge can be used in effective decision making process and problem solving (Bergeron, 2003). The best practice is to extract useful data from raw material and create meaningful information that gives rise to powerful knowledge (Jackson, 2003). The knowledge becomes useful only when it is accurate and creates value. The increase and development in Knowledge Management is one of the managerial responses associated with the trends of globalization and post industrialism (Scarbrough, 2001). The term Knowledge Management is used to refer the wide range of organizational practice (World Bank1998). According to (Probst, 2000) the issue of knowledge Management is more important than knowledge. Knowledge Management is a powerful approach that contributes to organizational effectiveness (Hlupic, 2002). According to (Daft, 2001) organizations need to respond to the environmental market shifts so that they can bring out creativity and innovation creating a sustainable competitive edge in the market. Competitive forces are rood in the organizational structure (Porter, 1980). KM strategies adopted by a firm is technical in nature. The real benefits of KM are missed by organization if it fails to attract the KM challenges. There are sets of human related factors that determine powerful knowledge transfer (Bonache, 2008).

When right knowledge is transferred to the right person at right time, it creates value for the organization as well to the other organization's members. Human Resource Development plays a major role in Knowledge Management and both can't be successfully implemented if any one is missing.

Problem arises when there is a lack of trained employee. The gap between the present skills of employees and the skills needed to perform the current and future job should be identified. If this gap widens there will be less knowledge workers. The skills and abilities, if not polished, creates problem either at individual level or organizational level and this results in poor employee performance and this leads to poor organizational performance. There should be proper training given to the employees so that their skills should be polished giving rise to creative abilities.

The two main questions arise;

• How HRD contributes to KM?

• Does training and performance appraisal have an importance in KM?

• What is the overall affect of HRD, training and performance in KM?

The main significance of the study is to create a link between HRD interventions and KM.

HRD contributes to the effectiveness of KM in many ways. The knowledge extracted by the information technology becomes tacit to explicit and thus used by the knowledge workers whose skills are polished by the help of HRD interventions. Those knowledge workers and organizational staff contribute to create a difference and bring out the best practices that cannot be replicated and imitated by its competitors and this creates a competitive edge for the firm/organization.

Literature Review:

HRD and KM

The HRD plays a major role in enhancing the effectiveness of KM. Both have major contributions in bringing out the best practices for organizations. Human Resource Management has gained popularity in business and academic domains. The popularity of KM has increased especially after 1996 and now it has become a central topic for management. The work of Elena, 2013 has left space for future research to find the link between HRD interventions and KM. This study will focus on two main HRD interventions i.e. training and performance appraisal and their affect and contribution in KM.

Human Resource Development:

HRD practices plays more affective role in involving employees in decision making process, developing team spirit as well as individual spirit and providing them with an learning environment(Zavyalova&Kosheleva, 2013). Tseng & Mclean (2008) says that Organizations that learn and develop their SHRD practices have more opportunities to obtain and integrate the nine HRD outcomes in the learning process: organizational mission and goals, top management leadership, environmental scanning, HRD strategies and plans, strategic partnerships with line management, strategic partnerships with HRM, trainers as organizational change consultants, influence corporate culture, and emphasis on individual productivity and participation.

The second approach regards HRD as an 'integrated and holistic, conscious and active approach to the improvement of knowledge related to working activity and behavior, using a wide range of teaching methods and strategies' (Joy-Mathews, 2006).

Instead, traditional personnel management systems prevail with some concern for needed special training, and anguish about negative effects of performance appraisal, some reward systems, and work standards (Gilbert,1996). However, the HRD literature strongly emphasizes the importance of adapting HRD systems to the focal firm and integrating HRD vertically with the firm's strategy, as well as horizontally with other management practices (Garavan, 1991). Human Resource Development has gained more attention than Human Resource Management in literature (Swanson, 1997). Hatcher (1999), Lynham (2000), Turnbull (2002), Kuchinke (2003), and Lynham, Chermack, & Noggle (2004), tried to move their focus towards theoretical building. Staffing strategies affect training strategies s (Raghuram, 1994; Noe, 2002). HRD contributions remains descriptive and prescriptive (Ellinger, 2002).HRD aims to improve the skills of employees that affects their motivation, commitment and satisfaction level (Bartlett, 2001; Fey et al.,

2000; Wright et al., 2003). Employees' attitudes and behaviors completely rest in HRD (Katou, 2007). HRD provides opportunities to employees to improve their performance (Byrne, 1999). HRD is to develop skills and abilities of employees (Rao, 1995). HRD predicts the future of the organization (Swanson, 2001). Yussof claims that the organization's success lies in the quality of HRD it has (Yussof 2003)

As per the gap we have taken two HRD interventions to create a link with KM.

Training:

Employee Training should be done after a thorough need assessment plan, Need assessment makes it easy to analyze where there is need for training. Thus, training need assessment is a critical component of the training system (Walter, 2000; Moshe, 2000) because it provides data to deter- mine who is to be trained, what training programs are needed, and how the results of training programs are to be evaluated. For performance excellence, training of employees is mandatory because employees are the ne who are going to use the technological updated systems. If the employees are not trained well how will they perform the task and hence performance of the organization will not be improve.

When employees are well trained about the new change technological equipments, they feel satisfied and contented and resultant employee engagement increase and their commitment to the organization increase as well, and improve the performance of the organization (Salameha, 2000). The issue is theoretically and practically important because it can shed light on the management mechanisms (Byeong Yong Kim , 2008). Training is an important aspect is any organization and management cannot work relying on training. Training helps to increase organizational effectiveness and efficiency. When there is a gap between the skills needed to complete the current job and the present skills, then training helps to polish the skills preparing employees to meet the future job demands). Organization meet standards when its employees are fully satisfied by the training provided to them (Antonio, 2008).

When training is to be conducted three things are to be focused;

• Where training should be done?

• How training should be conducted?

• Why training should be conducted?

Senior members of the organizations seek continuous efforts to identify the knowledge gaps of employees by providing them with the necessary skills they need to fulfill the demands of the job. In KM training has a great importance. Training is directly related to knowledge growth (Frazis, 2005). On the job training focus on the skills and abilities people possess in order to perform effectively on the job (Kuijer, 2007). There are different types of training according to the skills needed to perform on the job effectively. Success of Knowledge Management is based on training (Hall, 2001; Davenport, Völpel, 2001; Efimova andSwaak, 2002).

Performance Appraisal:

Although employees are only one part of the production process but they play a very important role in Performance excellence. Teachers are the basic assets in a school if they are not satisfied how will they perform well. Teachers should not be evaluated as isolated units, they have a great amount of control or authority, and hence they should be engaged in designing curricular activities for the students. Teachers are the one who have to deal with the transformation process, therefore they should be praised financially and publically to boost their

motivation and retain commitment to the organization (Soltani, Meer &Williams, 2004).

According to Keeping& Levy 2000; Jawahar 2007, Procedures used to appraise performance, and the manner in which performance-related information is communicated to play an integral role in shaping employees' satisfaction with appraisal process, appraisal can be monetary and non-monetary. Teachers should be praised publically, given certificates, bonuses so that they remain committed to the institute. Performance Appraisal in knowledge based organizations have much emphasis on operation (Fletcher 1997).

Knowledge Management:

Many researchers are working on knowledge management for the past 15 years and it is an well documented activity and being carried out for many years and is being tested with one variable or the other(Davenport & Prusak, 1997; Nonaka, 1994). Knowledge Management holds people, process and technology but most attention is paid to technology and people rather than processes (Edwards, 2009). Knowledge Management is a management philosophy that how knowledge is managed and share across the globe and how it is retained and reflected. Applying Knowledge Management into an organization is not an easy task. It requires a whole toolkit of process and procedures and collaborative technology. Many managers are not aware of the benefits of Knowledge Management and how it holds an importance in HRD. To identify the benefits of Knowledge Management is an important challenge for managers. Many of them are still not aware of the term Knowledge Management. Knowledge Management aims to provide accurate information that helps the managers and other members of the organization in decision making and problem solving process. People who play an important role in Knowledge Management are Human Resource managers, processes, procedures and technologies (Taylor, 2001). The success of a country is dependent on the tools it applies to create innovation (Thom, 1980). A survey taken by KPMG in 2000 found that 64 percent of the firms are undertaking KM (KPMG, 2000). According to Surban and Luan, (2002) there are five reasons to develop interest in the field of Knowledge Management. These are information overload, information congestion, information and skills segmentation and specialization, workforce mobility and turnover and competition. Steyn (2004) claims that there is a difference between data, information and knowledge. Data is gathered and useful information is extracted and then it gives informative knowledge that is used by the knowledge managers and thus helps in decision making and problem solving process. The HRD strategies support the organization and thus help in knowledge sharing Stevens, 2006). The three phases of KM are seek, search and transfer of knowledge (Hansen, 2005). According to Santo, 2005, we are in a phase of knowledge organization where knowledge sharing, knowledge creation and knowledge generation takes place. Employee's willingness to share knowledge is dependent on the rewards associated with knowledge sharing (Adya, 2007). According to Mcadam and Reid (2001) KM is to give innovation and creativity to its customers by keeping their satisfaction level high.

Here research questions are being answered;

How HRD contributes to KM?

HRD has a major contributions towards KM. HRD provides support to KM. HRD makes KM effective by providing basic need of training and other support as per requirement of the organization. HR is the backbone of any organization and no organization can work efficiently without the support of its

HRD. In this global world the competitive position is influenced by the creation of new knowledge. HRD contributes to the development of new knowledge by creating new processes and procedures by sharing new ideas (Pilbeam, 2006,). With HRD support KM cannot be successful. A few ways mentioned by Armstrong, 2006, that how HRD influence KM. few of them are as follows;

▪ Provide a trustworthy climate.

▪ Helps in designing the systems that give rise to knowledge sharing.

▪ Provide needed resources that are used by the knowledgeable employees who contribute to further knowledge sharing.

▪ Develop processes and procedures that promote organizational and individual learning.

▪ Promote KM with the senior managers and creates leadership necessary to promote effectiveness.

▪ Motivate people to share their knowledge and create valuable knowledge.

• Does training and performance appraisal have an importance in KM?

Training and Performance Appraisal contribute towards KM in variety of ways. Any new technology that implemented in an organization should satisfy the employees and other senior staff. Training takes place after proper need assessment. When KM is to be implemented in an organization, the members of the organization should welcome it and must be aware of the benefits it offers to the organization. Organization should be aware of the choices and constrains present in the environment. Training makes it possible for the organization to train its members and mold them according to the needs and requirements. When employees are well trained and are capable of knowledge sharing then knowledge generation takes place. Training polishes the skills of employees by giving them opportunities and benefits. This brings innovation and organization gains competitive advantage. Performance Appraisal helps the practitioners develop framework to evaluate different practices of KM (Bose, 2004). Thus performance Appraisal adds value to Knowledge Management.

• What is the overall affect of HRD, training and performance in KM?

HRD and its interventions i.e. training and performance appraisal have major contributions in KM and thus it's the reason for a successful KM in an organization. Before implementing KM, the knowledge managers should be aware of these interventions and HRD system. They should be aware of the benefits either tangible or intangible it's offering to the organizations. The people that play major role in the implementation of KM should be aware of all the choices and constrains present in the environment. There should be alignment between HRD, its interventions and KM processes only then KM can be successfully implemented in the organization.

Discussion and Conclusion:

We have concluded that HRD along with training and performance appraisal adds value to Knowledge Management. The reason behind the successful Knowledge Management is the way how knowledge managers manage these activities in the framework by creating and sharing ideas that bring innovations and creativity and give rise to successful knowledge. It gives an organization a competitive edge. The organization should take benefit from the opportunities an environment offers by sharing knowledge and experiences that takes the shape of useful knowledge and is helpful in decision making and problem

solving. Training and performance are HRD powerful tools that need to be updated with time and requirement of the organization. Both are very important in making KM possible in any organization. Training shapes and develops the intellectual skills by continuously working on providing new skills and abilities. The future researchers should examine the affects of other HRD interventions by linking them with KM other dimensions. There are a number of dimensions of KM that are not fully examined. Future researchers can work on the loop holes present in the study.

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