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# A Study on Impact of Career Development and Knowledge Management in Selected IT Industries

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### ABSTRACT

HRD should help the organization articulate the purpose of the knowledge management and career development. 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. 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. Stratified random sampling technique and Simple random sampling technique was used to select the employees of selected companies. This study mainly focuses on impact of career development towards knowledge management in IT industries.

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### Introduction

HRM plays an important role in creating organizations and helping them survive. Our world is an organizational world. We are surrounded by organizations and we participate in them as members, employees, customers, and clients. Most of our life is spent in organization, and they supply the goods and services on which we depend to live. Organizations on the other hand depend on people, and without people, they would disappear. Basic functions that all managers perform: planning, organizing, staffing, leading, and controlling. HR management involves the policies and practices needed to carry out the staffing function of management. HRM department regardless of the organization's size must perform following human resource management function.

#### Knowledge Management:

Knowledge management is far reaching. Maybe everyone considers developing personal knowledge management competencies, to become a more effective player in the global knowledge economy, or becoming a more competitive knowledge leader and knowledge driven organization. One might want to develop and apply knowledge management strategies to government, military operations, global poverty eradication, international disaster management and even, now, knowledge management for global climate change. The list is endless. Knowledge management is applied today across the world, in all industry sectors, public and private organizations and humanitarian institutions and international charities. Most importantly, effective knowledge management is now recognized to be 'the key driver of new knowledge and new ideas' to the innovation process, to new innovative products, services and solutions.

#### Career Development:

Career development involves managing a career either within or between organizations. It also includes learning new skills, and making improvements to help in career. Career development is an ongoing, lifelong process to help learn and

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

#### Objective Of Study:

1. To assess the impact of knowledge management in career planning and development.
2. To identify the measures taken for career planning & development for the employees in the IT companies.

#### Statement of Problem:

This has to open up for all the organizations to upgrade their technologies. Recent studies take several aspects of the strategy to be followed in knowledge management to improve career planning and development. In practice, most of the employees see the knowledge management and career development as a choice only and both are considered as an extra effort to the main work. But those who know the significance of knowledge

management and career planning, even if in insignificant numbers, they are considered as effective and extraordinary at all levels, for the individual, team, organization and global community, as it is the only best way to successfully develop and grow for the future. The present study depicts the important role of the career needs through knowledge management to all the employees. It shows how the organization should sustain their growth through their employees to desire the future goals and to achieve their success in various paths. It is a new challenge to the employees to upgrade themselves in knowledge management to meet the changing needs of the organization.

**Research methodology:**

**Research Design:**

The research study is descriptive in nature and is concerned with describing the characteristics of respondents of Knowledge Management and Career planning & Development.

**Sampling Design and Unit:**

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.

**Table – 1**  
**Garret Ranking- Factors Affecting Career Planning And Development**

S.No	Particulars	Total Score	Mean Score	Rank
1	Qualities	25562	51.124	I
2	Personal Bends	24212	48.424	IX
3	Society	24514	49.028	VII
4	Economy	25032	50.064	VI
5	Training	25334	50.668	III
6	Good mentor / Trainer	25053	50.106	IV
7	Knowledge about industry	25452	50.904	II
8	Relevant field professionals	25052	50.104	V
9	Hesitation to talk with senior	24289	48.578	VIII

Source: Primary data

**Interpretation:**

Some of the important factors affecting career planning and development were enlisted in the questionnaire and the respondents were given ranks to the factors. In the result, Qualities got 51.124 Mean Score and it obtained first rank, With the mean score of 50.904, Knowledge about industry comes second, Training and Good Mentor / Trainer was got Third and Fourth rank with the mean score of 50.668 and 50.106 respectively. Fifth rank was obtained by Relevant field professionals with the mean score of 50.104. Sixth rank was to Economy with the mean score of 50.064. Seventh and Eighth ranks were obtained by Society and Hesitation to talk with senior with mean scores of 49.028 and 48.578 respectively. With the mean score of 48.424, the Personal Bends was obtaining Ninth Rank.

**Ho:** There is no significant difference between mean ranks of factors affecting career planning and development.

Test Statistics	
N	500
Chi-Square	101.562
Df	8
Asymp. Sig.	.028

P<0.05, S- Significant

**Table – 2**  
**Friendman test- factors which affect employee career planning and development:**

S.No.	Particulars	Mean Rank	Rank
1.	Factors affecting career planning and development – Qualities	4.84	I
2.	Factors affecting career planning and development - Personal Bends	5.22	IX
3.	Factors affecting career planning and development – Society	5.12	VII
4.	Factors affecting career planning and development – Economy	4.96	VI
5.	Factors affecting career planning and development – Training	4.91	III
6.	Factors affecting career planning and development - Good mentor / Trainer	4.93	IV
7.	Factors affecting career planning and development - Knowledge about industry	4.85	II
8.	Factors affecting career planning and development - Relevant field professionals	4.95	V
9.	Factors affecting career planning and development - Hesitation to talk with senior	5.19	VIII

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

**Interpretation:**

This table lists the result of the Friedman test. For these rankings, the Chi-Square value is 101.562, Degree of freedom is equal to the number of values minus 1. As 9 options are ranked, there are 8 degrees of freedom. It is clear from the above table that significance level is 0.028 at 5 percent level of significance. Hence, the hypothesis is rejected. Atleast one of the variables differs from the others. From the above, it is understood that Relevant field professionals is an the important factor that affecting career planning and development.

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 (278.377) 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.

Total Variance Explained:									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1.	3.098	34.422	34.422	3.098	34.422	34.422	3.096	34.397	34.397
2.	2.696	29.955	64.376	2.696	29.955	64.376	2.698	29.980	64.376

Extraction Method: Principal Component Analysis.

The results of the factor analysis, presented in the table, regarding factors affecting career planning and development have revealed that there are 2 factors that had Eigen value exceeding one. Among those 2 factors, the first factor accounted for 34.422 percent of the variance and the second 29.955 percent of the total variance in the scale items measuring the factors affecting career planning and development. Hence from the

above results, it is certain that there are factors affecting career planning and development.

**Communalities**

S.No	Particulars	Initial	Extraction
1.	Qualities	1.000	.650
2.	Personal Bends	1.000	.667
3.	Society	1.000	.617
4.	Economy	1.000	.654
5.	Training	1.000	.643
6.	Good mentor / Trainer	1.000	.647
7.	Knowledge about industry	1.000	.673
8.	Relevant field professionals	1.000	.638
9.	Hesitations to talk with senior	1.000	.605

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<sup>a</sup>**

S.No.	Particulars	Component	
		1	2
1.	Factors affecting career planning and development - Personal Bends	<b>-.816</b>	-.015
2.	Factors affecting career planning and development - Knowledge about industry	<b>.784</b>	-.239
3.	Factors affecting career planning and development - Good mentor / Trainer	<b>.782</b>	.187
4.	Factors affecting career planning and development - Qualities	<b>-.678</b>	-.437
5.	Factors affecting career planning and development - Society	<b>-.611</b>	.494
6.	Factors affecting career planning and development - Economy	-.086	<b>.804</b>
7.	Factors affecting career planning and development - Hesitation to talk with senior	-.119	<b>-.769</b>
8.	Factors affecting career planning and development - Training	.396	<b>.698</b>
9.	Factors affecting career planning and development - Relevant field professionals	.438	<b>-.668</b>

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normaliza

a. Rotation converged in 3 iterations.

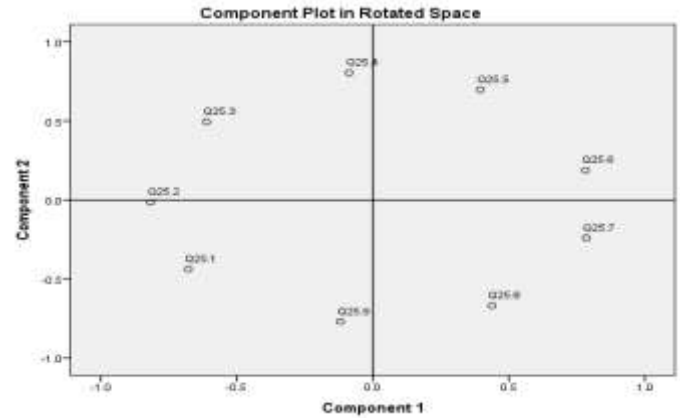
Table \_\_\_\_ represents the Rotated Component Matrix, which is an important output of principal component analysis. The coefficients are the factor loadings which represent the correlation between the factors and the nineteen variables. From the above factor matrix it is found that coefficients for factor-I have high absolute correlations with variables Personal Bends, Knowledge about industry , Good mentor / Trainer, Qualities and Society that is -0.816, 0.784, 0.782, -0.678 and -0.611 respectively. Similarly factor-II has high absolute correlation with the variable Economy, Hesitation to talk with senior, Training and Relevant field professionals that is, 0.804, -0.769, 0.698 and -0.668 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
1.	.997	-.075
2.	.075	.997

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

The above table reveals the factor correlation matrix. If the factors are uncorrelated among themselves, then in the factor correlation matrix, the diagonal elements will be 1s and off diagonal elements will be 0s. As matrix was rotated with Varimax, barring some variables, all other variables are found to have even if not zero correlations, fairly low correlation.



**Conclusion**

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

**Towards km:**

**KMO and Bartlett's Test for measuring the factors for effective career towards KM**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.496	
Bartlett's Test of Sphericity	Approx. Chi-Square	48.553
	Sig.	.049

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 (48.553) 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. The results thus indicated that the sample taken was appropriate to proceed with a factor analysis procedure. Besides the Bartlett's Test of Sphericity and the KMO Measure of Sampling Adequacy, Community values of all variables were also observed.

**Eigen values and proportion of total variance of each underlying factor for effective career towards KM**

Component	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	1.253	13.917	13.917	1.253	13.917	13.917	1.193	13.253	13.253
2	1.155	12.836	26.753	1.155	12.836	26.753	1.178	13.094	26.346
3	1.095	12.168	38.921	1.095	12.168	38.921	1.098	12.200	38.547
4	1.051	11.675	50.596	1.051	11.675	50.596	1.084	12.049	50.596

Extraction Method: Principal Component Analysis.

The results of the factor analysis presented in the table, regarding Effective Career towards Knowledge Management have revealed that there are 4 factors that had Eigen value exceeding one. Among those 4 factors, the first factor accounted for 13.917 percent of the variance, the second 12.836 percent, the third factor 12.168 percent, fourth factor 11.675 percent of the total variance in the scale items measuring the factors to Effective Career towards Knowledge Management. Hence, from

the above results, it is certain that these are factors to Effective Career towards Knowledge Management.

**Communalities to factors for effective career towards KM:**

S.No.	Particulars	Initial	Extraction
1.	Factor to Effective Career towards Knowledge Management- Working abroad	1.000	.597
2.	Factor to Effective Career towards Knowledge Management- Professional competency	1.000	.577
3.	Factor to Effective Career towards Knowledge Management- Leadership position	1.000	.551
4.	Factor to Effective Career towards Knowledge Management- High in social scale	1.000	.394
5.	Factor to Effective Career towards Knowledge Management- promotion	1.000	.291
6.	Factor to Effective Career towards Knowledge Management- Social appreciation	1.000	.589
7.	Factor to Effective Career towards Knowledge Management- Professional responsibility	1.000	.617
8.	Factor to Effective Career towards Knowledge Management- Large salary	1.000	.523
9.	Factor to Effective Career towards Knowledge Management- Professional specialization	1.000	.414

Extraction Method: Principal Component Analysis.

The above table (Communalities) represents the application of the Factor Extraction Process, which 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 to effective career towards KM**

S.No.	Particulars	Component			
		1	2	3	4
1.	Factor to Effective Career towards Knowledge Management- Social appreciation	.752	.133	.056	.051
2.	Factor to Effective Career towards Knowledge Management- Promotion	.528	.055	-	.094
3.	Factor to Effective Career towards Knowledge Management- High in social scale	.481	-	.009	.118
4.	Factor to Effective Career towards Knowledge Management- Large salary	-	.017	.706	.155
5.	Factor to Effective Career towards Knowledge Management- Working abroad	.207	.637	.385	-
6.	Factor to Effective Career towards Knowledge Management- Professional specialization	.003	.005	.640	-
7.	Factor to Effective Career towards Knowledge Management- Leadership position	-	.024	.553	.433
8.	Factor to Effective Career towards Knowledge Management- Professional competency	.129	.161	-	.084
9.	Factor to Effective Career towards Knowledge Management- Professional responsibility	.029	.279	-	.589

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 11 iterations.

Table represents the Rotated Component Matrix, which is an important output of principal component analysis. The coefficients are the factor loadings which represents 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 Social appreciation, Promotion and High in social scale that is 0.752, 0.528 and 0.481 respectively. Similarly factor-II has high absolute correlation with variables Large Salary and working abroad that is -0.706 and 0.637 respectively. Factor-III has high absolute correlation with variables Professional Specialization and Leadership position that is 0.640 and 0.553 respectively. Factor-IV has high absolute correlation with variables Professional competency and Professional Responsibility that is -0.726 and 0.589 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	4
1	.779	.562	-.097	.261
2	.432	-.767	-.427	.206
3	.066	-.233	.770	.591
4	.450	-.203	.464	-.735

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

The above table reveals the factor correlation matrix. If the factors are uncorrelated among themselves, then in the factor correlation matrix, the diagonal elements will be 1s and off diagonal elements will be 0s. Since matrix was rotated with Varimax, barring some variables all other variables are found to have, if not zero correlations, fairly low correlation.

**Conclusion**

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

S.No.	Particulars	Results
1.	Factor to Effective Career towards Knowledge Management- Social appreciation	<b>Factor I</b>
2.	Factor to Effective Career towards Knowledge Management- Promotion	
3.	Factor to Effective Career towards Knowledge Management- High in social scale	
4.	Factor to Effective Career towards Knowledge Management- Large salary	<b>Factor II</b>
5.	Factor to Effective Career towards Knowledge Management- Working abroad	
6.	Factor to Effective Career towards Knowledge Management- Professional Specialization	<b>Factor III</b>
7.	Factor to Effective Career towards Knowledge Management- Leadership position	
8.	Factor to Effective Career towards Knowledge Management- Professional competency	<b>Factor IV</b>
9.	Factor to Effective Career towards Knowledge Management- Professional responsibility	

**Table – 5**

**Anova - implementation of kmp for career development: Variance in Implementation of KMP for Career Development with Age:**

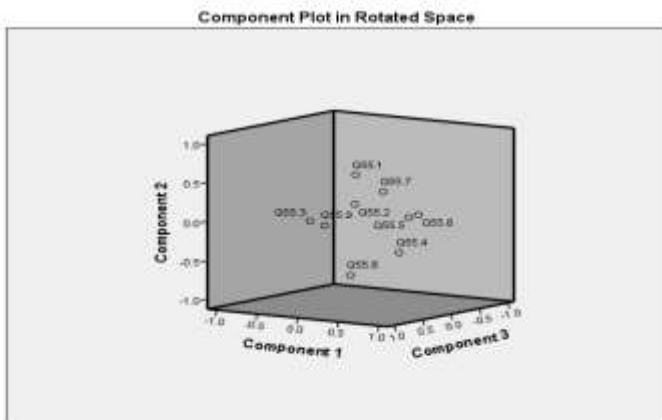
S.No.	Statement	Sum of Squares	Df	Mean Square	F	Sig.
1.	Satisfaction with implementation of Knowledge Management for career development	Between Groups	1.640	4	.410	.631
		Within Groups	321.758	495	.650	
		Total	323.398	499		

**Table – 3**  
**Factor analysis - factors affecting career planning and development:**  
**KMO and bartlett's test :**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.146
Approx. Chi-Square		3547.526
Bartlett's Test of Sphericity	Df	6
	Sig.	.000

**Table – 4**  
**Factor analysis - factors that represent effective career**

S.No.	Particulars	Component
1.	Factors affecting career planning and development - Personal Bends	Factor I
2.	Factors affecting career planning and development - Knowledge about industry	
3.	Factors affecting career planning and development - Good mentor / Trainer	
4.	Factors affecting career planning and development - Qualities	
5.	Factors affecting career planning and development - Society	
6.	Factors affecting career planning and development - Economy	Factor II
7.	Factors affecting career planning and development – Hesitation to talk with senior	
8.	Factors affecting career planning and development – Training	
9.	Factors affecting career planning and development - Relevant field professionals	



**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.

**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 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 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 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			

### 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.

#### Findings and Suggestion:

##### • Factors which Affect employees Career Planning and Development:

Among all the important factors, Qualities got 51.124 Mean score and it obtains First rank and Personal bends got ninth rank with mean score of 48.42. There is significant difference between mean ranks of Factors affecting career planning and development. Hence the hypothesis is rejected. From the factor matrix it is found that coefficients for factor-I have high absolute correlations with variable Personal Bends and Similarly factor-II has high absolute correlation with variables Economy, Hesitations to talk with senior, Training and Relevant field professionals that is 0.804, -0.769, 0.698 and -0.668 respectively.

##### • Representation Factor for Effective Career through KM:

Some of the important factors that represent Career through Knowledge Management were, Promotion ranked first with the mean score of 50.596 and the Professional specialization ranked least with mean score of 49.14. There is significant difference between mean ranks for Factor that Effective Career through Knowledge Management. Hence the hypothesis is rejected. From the Factor analysis it is found that coefficients for factor-I correlated with variable Social appreciation, Promotion and High in social scale that is 0.752, 0.528 and 0.481 respectively. Similarly factor-II correlated with variable Large Salary and working abroad with is -0.706 and 0.637 respectively.

##### • 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.

#### Suggestions:

1. Career development opportunities should be provided to the employees by way of conducting career planning and

development programs and career counselling to develop their career in an effective way.

2. More opportunities should be provide to employees to utilize their knowledge.

3. Training should be focused on skills like communication, time management, decision making, technical, inter-personal, coding and superiors should give some assignments to acquire new skills.

#### Conclusion:

Continuous changes and up gradation in the technology is also one of the major factors that lead to change. Some individuals can keep pace with the changing technology and are always ready to learn and adopt new IT applications while some show immense resistance which is not acceptable to the organizations. Employees need to keep themselves updated and show willingness to accept changes as and when they occur and mould themselves accordingly. The business changes affect both organizations and employees. The need is to understand them and find a way to cope with them through effective Knowledge Management.

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