Project Dissertation Report on

A MULTI METHOD APPROACH TO UNDERSTAND THE DETERRENTS OF KNOWLEDGE MANAGEMENT ADOPTION ACROSS ORGANIZATIONS AND PROPOSE SOLUTIONS

Submitted By

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CERTIFICATE

This is to certify that this project report titled 'A Multi Method Approach To Understand The Deterrents Of Knowledge Management Adoption Across Organizations And Propose Solutions' has been prepared by Rohan Toteja of MBA DSM 2020-22 and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration. As per the student, it is an original work conducted by him. The report has been submitted to faculty on May 2, 2022 as part of Major Research Project of 4th Semester. The 4th semester has started on January 4, 2022. During the semester, student has given only verbal update to the faculty on the progress of report on April 6, 2022.

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Place: Delhi

Date: May 2, 2022

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EXECUTIVE SUMMARY

Knowledge Management is the process of creating, capturing, acquiring and sharing knowledge assets in order to achieve organizational objectives and enhance performance. Thus, it is reasonable assumption that it is being implemented across all organizations thoroughly for the competitive advantage it offers.

In reality it is not so. This is due to various flaws in not being properly implemented or not being properly practiced, due to which various deterrents arise which make the managers of the organizations hesitate to implement Knowledge Management principles and techniques across their companies.

This often leads to loss of an organization's Knowledge and intellectual assets which may have been avoided had there been a proper knowledge management infrastructure.

This report aims towards identifying various such deterrents which impact the implementation of knowledge management across organizations utilizing various approaches like surveys, literature review, etc., to increase the understanding of how these deterrents occur and propose solutions so that these deterrents can be avoided to successfully implement Knowledge Management systems across organizations.

This report also aims towards finding the relation between Social Capital of the firm and Knowledge management in the firm and to propose recommendations which may lead to increase in knowledge generation and social capital of the firm.

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1. INTRODUCTION

1.1 Background

Knowledge Management

Knowledge management is the systematic management of an organization's knowledge assets for the aim of producing value and achieving tactical and strategic needs.

Knowledge management (KM) is the management of knowledge that is valuable for some purpose and adds value to the company.

Knowledge management is the process of managing and acquiring knowledge in order to improve performance in light of the organization's strategic goals, short-term opportunities, and threats.

In order to enhance learning, KM must create/provide the right tools, people and knowledge (teams, etc.), understand the value and applications of newly created knowledge, store it and make it accessible to the right people at the right time, and continuously assess, apply, refine and remove organisational knowledge based on concrete long-term and short-term factors.

This knowledge management definition shows that it involves managing the organization's knowledge generation and conversion processes, memory and retrieval systems, learning systems, and culture.

Types Of Knowledge

- Explicit Knowledge:

It is knowledge that may recorded, distributed, and most crucially gained or learned by outsiders. It is information simple to communicate and comprehend.

The most crucial aspect of knowledge management in a business is explicit knowledge transfer. This kind of information is often employed when hiring new employees. An organization’s internal knowledge base manages and organises explicit knowledge.

Even written and spoken communication provide explicit information. Effective communication speeds up company processes and eliminates obstacles like lack of knowledge or expertise.

As stated before, clear information is required for staff onboarding. Explicit knowledge in the workplace includes case studies, video tutorials, training manuals, etc. They are examples of conveying explicit information with new clients or users.

- Implicit Knowledge:

Implicit knowledge is obtained via real-life experience. It also has potential to be codified or documented unlike tactic knowledge.

This implicit knowledge is vital for corporations. A company's performance increases dramatically when their internal teams or customers put explicit knowledge into practise.

If a company's goals and purpose are explicit information, the intricacies of completing tasks and achieving those goals are implicit knowledge. This information is documented in process documentation and only communicated by someone who has learnt anything new. Thus, this is a better method to do things, solve issues, or avoid obstacles.

Implicit learning and understanding occur when users of a product or software eventually utilize a product and discover its true worth through its application or practice.

- Tacit Knowledge:

Same as implicit knowledge, tacit knowledge is gained via experience but tacit knowledge cannot be codified or documented. It's impossible to adequately describe or teach the expertise gained by tacit knowledge and experience to others.

Tacit knowledge is information acquired through experience that one cannot remember or communicate. Tacit knowledge can't be recorded or preserved.

It is more complex to share tacit knowledge through documentation. Only physically proactive ways can be utilized to share tacit knowledge. Mentoring is an excellent approach to impart tacit knowledge. Interactive ongoing training and career coaching sessions facilitate tacit knowledge sharing.

Tactic knowledge in the workplace is harder to demonstrate, but it contributes to the growth of your company and personnel. Tactic knowledge is sometimes referred to as “an art” or “natural talent” since it cannot be taught through a video instruction or process manual.

Leadership abilities are acquired through time and cannot be taught and thus are tacit in nature.

- Declarative Knowledge:

Declarative knowledge is static knowledge. It might be founded on ideas, beliefs, or occurrences. It is also known as descriptive or propositional knowledge.

Declarative knowledge is clear and readily articulated. It answers ‘what' queries rather than ‘why' and ‘how' ones.

- Procedural Knowledge:

Procedural knowledge is the polar opposite of declarative knowledge. It provides information on how to complete a job. It provides answers to ‘how' queries. Procedural knowledge is implicit and acquired by experience.

It is knowing how to accomplish something after practicing it. It can be codified through process documentation and Study Oriented Projects (SOPs).

- A priori Knowledge:

A priori knowledge is learned without evidence or experience, non-experiential information obtained only via abstract or logical reasoning. However, to form a priori knowledge, one must have relevant experience.

A priori knowledge is used in arithmetic, philosophy, engineering, and other fields. Organizations don't collect and use this sort of information regularly, yet it is employed.

- Posteriori Knowledge:

Posteriori Knowledge is an experience-based understanding, unlike apriori knowledge. Only after seeing an occurrence can posteriori knowledge be reasoned and properly described.

A posteriori knowledge is regarded the most subjective since it is based on individual interpretations of their own observations. A posteriori information can't be used in a company's knowledge base, but it can't be ignored. It is a crucial feature that fosters innovation and opens up new business options.

A posteriori knowledge has no rules. This implies that one may use a number of exploratory approaches and techniques to discover solutions to complicated situations.

Importance of Knowledge Management

Knowledge management is vital in the workplace. This is so because it promotes ongoing data exchange among all users within an organisation and encourages learning. Sharing data or knowledge allows for creativity and changes in organisational culture. Management's knowledge and skills are freely available to workers, fostering a healthy work atmosphere. Effective knowledge management helps organisations create, distribute, and use knowledge to accomplish their goals.

Workplace knowledge management is vital for the following reasons:

- Leads to a well-informed management

Data may help executives make key structural and procedural choices. Knowledge management helps executives from various departments communicate knowledge and experiences to learn from one another and showcase organisational strengths.

- Enables organic evaluation

The ease of exchanging information fosters a work climate that values knowledge, learning, and self-evaluation. It encourages employees to enhance their own performance in order to benefit the organisation. Knowledge management promotes learning from experience by facilitating information

exchange and facilitating access to knowledgeable personnel. They are inspired to help others by sharing their learnings. Employees may get professional development opportunities at little or no expense to the organisation. Furthermore, knowledge management builds on individual talents by giving workers with the information they need to do their tasks well.

- Promotes teamwork

Expertise management systems promote innovation by actively sharing information and knowledge. People may discuss their professions, exchange experiences, reflect on their growth, and eventually generate ideas to help alter culture and enhance the workplace.

- Advantages of Knowledge Management for a company

The benefits of knowledge management for any company are vast. Among the basic advantages of successful knowledge management are:

- Boosts business efficiency

Organizations can assist enhance employee productivity by effectively conveying vital information.

- Improves problem-solving

Employees are more focused on achieving overall corporate objectives and goals by seeking solutions or finishing tasks rather than looking for knowledge and tools.

- Focuses on employee growth

Providing information tells workers you appreciate their input and time. They are appreciated for their efforts and given opportunity to improve via knowledge exchange.

- Expertise sharing

Experienced personnel are empowered to assist others and hence have a stake in the company's success. Experts in their field build partnerships, mentorships, and exchange information in meaningful ways that appreciate and reaffirm their worth to the business or organisation.

- Boost employee spirit

Recognizing employee contributions to overall corporate performance encourages information sharing and reuse. It links personal and professional aspirations with organisational objectives and fosters a knowledge-sharing culture among workers and management.

Knowledge Management Objectives

Knowledge management seeks to make it simple to share, distribute, and locate useful knowledge. Its aims are:

- Open Communication

Information is kept, shared, conveyed, and generated inside an organization's knowledge management system. This open communication helps the organisation grow by educating members.

- Ease of decision making

Open information sharing helps workers and executives make better decisions by establishing situational awareness.

- Collect and connect

Knowledge management gathers expertise and links people to share and better utilise it.

Knowledge Management System

A knowledge management system is an IT system that allows users to exchange information, solve issues, and learn new ideas related to their area. Employees, customers, and management may all use knowledge management systems. Management may utilise knowledge management to manage HR information, while workers may use it to learn about normal company procedures. Information regarding a company's operations, goods, or services may be distributed and accessed via knowledge management systems.

Using a knowledge management system has several advantages:

- Customers may utilise a knowledge management system to ask inquiries about a firm. They may obtain answers to their questions without contacting the firm.
- Regularly running knowledge management systems allow workers to access them at any time.
- Knowledge management systems empower workers and consumers to solve problems independently. They may utilise these tools to locate answers and data without consulting colleagues or management.
- Because they include information regarding a wide range of difficulties that customers may face, knowledge management systems allow for more efficient problem solving.
- They also create customised content for each department. Companies may utilise knowledge management systems to create particular content for each department, such as solutions, training materials, and employee manuals.
- Using a knowledge management system may also help a company's SEO. The use of certain keywords and high-ranking content in knowledge management systems may assist increase website traffic.
- Because everyone in a firm has access to the same materials, there is less likelihood of misinformation or difficulties.
- Because they have greater resources than management, knowledge management systems may be able to give more comprehensive help to workers and consumers.

Six different sorts of Knowledge Management System:

The structure and content of most knowledge management systems are similar. A document management system may include the same documents as a database management system, for example. There are generally six kinds of knowledge management systems:

- Document Management System

These solutions help companies produce, manage, and organise files and documents. Companies may either consolidate all documentation into one

system or generate guides for each department. Finance and insurance businesses, for example, may utilise this. It also helps organisations keep track of inventories and balance sheets when they provide many items or services. Document management solutions make it easy for employees to access documents since they are all in one place.

- Content Management System

A content management system lets an organization produce and organise digital material. Material management allows a corporation to organise and distribute photographs, graphics, and textual content online. A content management system starts with a content management application, which lets organisations construct and maintain websites. The second portion is a content delivery application, which is used to update a company's website.

- Customer Support Systems

Customers may use customer support systems to learn about products or corporate operations. They may utilise these tools to discover solutions to common client complaints. Customers may use customer support systems to obtain answers and solutions without having to contact a corporate employee. The possible material for customer support systems includes: Product guides, F.A.Q. and Tutorial videos.

- Expert Knowledge Systems

A private expert knowledge system serves a single team or corporate department. Typically, expert knowledge systems include information just about a single department's activities. Expert knowledge systems are specialised knowledge systems. Knowledge in expert knowledge systems are built by experts of that particular organization. Examples of expert knowledge systems include product data, sales techniques, and frequent sales issues and solutions.

- Database Management Systems

Database management systems store and disseminate data about goods and business processes. Using this technology gives workers access to critical

data and may speed up management communication. A company's management may enter a new client's information into a database management system so that workers may access it. Companies may incorporate the following data in a database management system: Customer data, Procedures for using the product and Management rules

- Enterprise Knowledge Management Systems

Enterprise knowledge management systems include data on a company's activities. It comprises financial, analytical, customer, and growth data. Enterprise knowledge management systems often include planning and management software that uses client sales data to forecast corporate development. Enterprise knowledge management systems allow management and staff to access vital data regarding a company's development and financial health.

Social Capital

Information, ideas, leads, business reports, financial capital, power and influence, emotional support, even goodwill, trust, and collaboration are examples resources that contribute towards of social capital.

Not one individual entirely owns these sources, thus the name "social." Access to social capital is based on who an individual employee knows and who they know via their networks. During the 1990s and 2000s, social capital grew more popular across social science fields.

One can also say that a lasting network of more or less formalised ties of mutual acquaintance and recognition is characterised as social capital.

Social capital emphasises the value of social networks and connections in attaining business objectives. Diverse groups perform better, entrepreneurship thrives, managers perform better, supply chain relationships improve, and communities evolve.

The dynamics of social capital concentrate on its function (economic, political), impact on well-being, and performance of people, groups, or governments (either direct or indirect relationship).

Social capital, like human or financial capital, is productive. It helps an individual employee to generate value, get things done, accomplish their objectives, live their lives, and make a difference. It is necessary for personal, professional, and even a joyful and fulfilling existence.

Social scientists have studied the value of social capital for people and organisations for decades. The perks are:

Individual Level Social Capital Benefits in Business and Management:

- Job hunting

The research shows that those who discover employment via personal connections find higher paid, more gratifying positions and remain at these jobs longer.

- Better Career Growth

People who produce value are compensated better, promoted quicker, and at younger ages, according to several studies. Because of this, individuals may produce value from their social capital.

Organizational Level Social Capital Benefits in Business and Management:

- Boost organisational influence and effectiveness

In today's corporations, knowledge and network position trump formal authority. In addition to technical challenges, managers who are effective network builders are more likely to succeed. In an organisation, network builders are more powerful and rewarded better.

- Better Financing

The majority of new firms and start-ups discover and acquire venture capital funding via social networks of capital seekers and investors. Relationships are important in finance. Personal ties with lenders result in reduced interest rates.

- Organizational Learning by Doing

Organizational learning occurs via informal encounters. The work culture fosters learning by doing, teaching, coaching and mentoring, sharing excellent ideas and best practises, and cooperating rather than competing.

- Marketing

The social media has a major influence in the dissemination of goods and services. So, the finest marketing companies use social media to promote new goods and services.

- Better Alliances

It impacts the usage, performance, and effectiveness of strategic relationships. Compatible alliance partners frequently meet through social and commercial networks.

- Resisting Hostile Takeovers

Executives with high social capital may effectively withstand takeover attempts. Compared to a top management team of isolated professionals, individuals with elite social and business connections may repel takeover offers.

- Better Democracies

Democracies thrive on social capital. Any company or nation's quality of governance, democratic ideals and principles are dependent on the abundance of social capital - networks of collaboration, civic participation standards and a trusting attitude.

- Physical and Mental Well Being

Good networks improve mental and physical wellness.

Disadvantages of Social Capital:

- Social capital may lead to social exclusion since many groups gain internal cohesiveness at the price of outsiders who are viewed with distrust, animosity, or open hate.
- It may be abused, possibly for profit rather than individual or community benefit.

Thus, in Knowledge Management perspective, Social Capital may be defined as common culture, trust or other factors which contribute towards knowledge sharing and learning in an organization.

1.2 Problem Statement

Knowledge Management is the process of creating, capturing, acquiring and sharing knowledge assets in order to achieve organizational objectives and enhance performance. Thus, it is reasonable assumption that it is being implemented across all organizations thoroughly for the competitive advantage it offers.

In reality it is not so. This is due to various flaws in not being properly implemented or not being properly practiced, due to which various deterrents arise which make the managers of the organizations hesitate to implement Knowledge Management principles and techniques across their companies.

This often leads to loss of an organization's Knowledge and intellectual assets which may have been avoided had there been a proper knowledge management infrastructure.

This report aims towards identifying various such deterrents which impact the implementation of knowledge management across organizations utilizing various approaches like surveys, literature review, etc., to increase the understanding of how these deterrents occur and propose solutions so that these deterrents can be avoided to successfully implement Knowledge Management systems across organizations.

1.3 Objectives of the Study

There are various deterrents which hinder the adoption of Knowledge Management across organizations. These deterrents either arise before implementation and lead to an imprecise and improper Knowledge management System or after implementation which leads to weaker knowledge creation.

This results in organizations losing their knowledge assets which can hamper their growth and productivity.

Thus, it is important to identify and gain understanding of these deterrents in order to avoid them and implement Knowledge Management System properly.

For the identification and proposing solution the objectives of this report are:

- To know what are the deterrents which hinder Knowledge management adoption.
- To understand the relative rankings of these deterrents which hinder Knowledge management adoption.
- To understand the relationship between social capital of a firm and these deterrents.
- To understand relationship between employee demography and these deterrents.
- To propose valid solutions that can avoid these deterrents.

1.4 Scope of Study

The implementation of Knowledge Management in businesses is hampered by a number of factors. These impediments develop either before or after implementation, resulting in ineffective knowledge management system, or after implementation, resulting in poorer knowledge generation.

Organizations lose their intellectual assets as a consequence, which may stifle their development and productivity.

As a result, it's critical to recognise and comprehend these roadblocks in order to prevent them and correctly apply Knowledge Management System.

This study will utilize a survey taken from few Indian IT companies and measure their Knowledge Management resources, their social capital and thus the deterrents they are facing in implementation of Knowledge management Systems.

This study is extremely important as there is very high rates of attrition in Indian IT companies due to which they lose their Knowledge assets and thus a system must be put into place which can safeguard the firm’s knowledge so that it doesn’t get affected by resignation of an employee.

This research has a large scope and the conclusions can help in:

- Minimalizing factors that hinder Knowledge Management adoption.
- Increasing Social Capital of a company that may lead to increased productivity and knowledge creation.
- Decreasing attrition rates of IT and other companies by increasing Social Capital.
- Better systems for preserving organization’s Knowledge assets.
- Increased employee participation in knowledge creation.

2. LITERATURE REVIEW

2.1 Research Papers

Knowledge Management Challenges For Global Business

- Citation

Denizhan, Veli & Kalkan,. (2011). Knowledge Management Challenges For Global Business. International Business & Economics Research Journal. 4. 10.19030/iber.v4i10.3623.

- Summary

Effectively managing organisational knowledge is essential for global competitiveness. Knowledge management poses significant hurdles to global business operations. This study addresses six major knowledge management difficulties facing global business today. Adaptation to cultural complexity, attention to human resources, development of new organisational structures, and coping with greater competition. The study discusses the issues in regard to managerial practise, thereby providing insights on managing knowledge in global businesses.

Knowledge Management Challenges in Public Sectors

- Citation

Siami Namini, Sima. (2018). Knowledge Management Challenges in Public Sectors.

- Summary

The new economic trend brings significant potential, but also problems and difficulties for the business and governmental sectors. To address the difficulties and seize the possibilities, governments must engage in new projects and adopt new management approaches in the private sector. Knowledge Management (KM) is a means to examine future potential and advantages. Thus, public sector concerns and possibilities must be addressed. This article will help organisations and businesses in the information economy better grasp KM ideas and establish a framework for recognising successful

KM practises. The public-sector KM framework should include people, processes, and technology.

Knowledge Management: An Organizational Capabilities Perspective

- Citation

Gold, Andrew & Malhotra, Arvind & Segars, Albert. (2001). Knowledge Management: An Organizational Capabilities Perspective. J. of Management Information Systems. 18. 185-214.

- Summary

The capacity of organisations to gain economic value from their knowledge assets, information, output distribution, and affiliation is a characteristic of the new economy. Despite the competitive requirement of becoming a knowledge-based business, top managers have struggled to implement knowledge management initiatives. This is especially true if their companies have a strong history of procedural and economic success. This study looks at knowledge management from the standpoint of organisational capability. Knowledge collection, conversion, application, and preservation are considered "preconditions" for efficient knowledge management. This study empirically models and discovers significant characteristics of these dimensions by surveying over 300 top executives. The findings help to understand a firm's competitive position when it embarks on a knowledge management programme.

Knowledge Management and Knowledge Management Systems: Conceptual Foundations and Research Issues

- Citation

Alavi, Maryam & Leidner, Dorothy. (2001). Review: Knowledge Management and Knowledge Management Systems: Conceptual Foundations and Research Issues. MIS quarterly. 1. 107-. 10.2307/3250961.

- Summary

There has been an increasing interest in recognising knowledge as a valuable organisational resource in recent years. In line with the growing interest in

organisational knowledge and KM, IS academics are pushing a new class of information systems called knowledge management systems (KMS). KMS supports knowledge development, transfer, and application in companies. Knowledge and knowledge management are broad topics. Thus, efficient KMS development and implementation needs a solid literary background. To be genuine, KMS research and development should conserve and expand on key literature from related domains. This work reviews and interprets knowledge management literature in several sectors to highlight key research topics. This research paper gives a thorough process perspective of organisational knowledge management, emphasising the importance of information technology. It also highlights some major research problems surrounding knowledge management systems and the role of IT in supporting these processes.

Defining knowledge management: Toward an applied compendium

- Citation

Girard, John & Girard, Joann & Sagology,. (2015). Defining knowledge management: Toward an applied compendium. Online Journal of Applied Knowledge Management. 3. 1-20.

- Summary

The paper's goal is to document the diversity of applied knowledge management definitions created by scholars and practitioners. The definitions reflect writers from at least 13 countries and 23 domains. The definitions show how diverse knowledge management is. The four most popular verbs that were used to define knowledge management were utilize, produce, share, and manage. This research paper implies that the methods for developing and disseminating organisational knowledge are more essential than the labels. This research paper aims to define a working definition of knowledge which can be utilized by managers and working professionals for their firm.

Knowledge management for the twenty-first century: A large comprehensive global survey emphasizes KM strategy

- Citation

Coakes, Elayne & Amar, A. D. & Maria, Luisa & Granados, Maria. (2009). Knowledge management for the twenty-first century: A large comprehensive global survey emphasizes KM strategy. Crowne Plaza Hotel.

- Summary

This study gives the initial findings of a massive worldwide survey on knowledge management. It redefines how the Knowledge Management function, how it should be executed, and what tools and methodologies will best aid in its execution. The study uses a worldwide online survey that has received approximately 700 responses. This study covers three theories on the first phase of the "new" Knowledge Management process, stressing strategy. Five questions and survey answers are for testing these theories in Knowledge Management strategies. It is clear that technology has had little influence on how knowledge is conveyed and shared in many businesses. Knowledge Management programmes have benefited communities more than specialised Knowledge Management systems. The findings of this study give a worldwide overview of how knowledge is presently handled across countries, businesses, and Knowledge Management functions.

2.2 Discussion

In todays, fast paced world managing knowledge efficiently and effectively is the most important task for every organization. To secure competitive advantages and to protect organization's knowledge assets, businesses and researchers are coming with more effective and better techniques for knowledge management every day. Still there are various deterrents that hinder knowledge management adoption in global businesses.

- Developing a Working Definition of Knowledge

Organizations must develop a working definition of Knowledge. This is to distinguish Knowledge from data and information. This difference is important as if organizations treat all the same, the value of knowledge decreases. This will cause ineffective utilization of Knowledge resources. The task is to precisely identify what should be considered knowledge in the beginning of Knowledge Management Initiative. Also, further Knowledge Management Initiatives can be built upon the chosen Initiative effectively and not cause wastage of resources.

- Dealing with Tacit Knowledge and Utilization of IT

Most of the Knowledge used by Organizations is Tacit in nature. It is deeply rooted in context. Hence, to articulate it from its context of application may render it useless. As they may lose its intrinsic meaning and value.

- Adaption to Cultural Complexity

There will be difficulty in Knowledge Management Adoption if cultures have a tendency to keep everything secret and hoard Knowledge. For Knowledge Management to become effective on a large scale it is required that cultures must be open and knowledge sharing.

- Attention to Human Resources

The success of any Knowledge Management Initiative depends on motivation and competency of employees working in the organization. Thus, employees should be encouraged to have effective communication, openness and knowledge sharing with each other.

- Developing New Organizational Structures

New organizational structures have to be developed for Knowledge Management Projects. Sometimes, this serves as a deterrent to adoption. This is so because it requires expenses which investors hesitate to shed as they may not understand the benefits that may happen due to adoption.

- Coping with Increased Competition

Today world has become extremely fast paced. Organizations have to take decisions quickly. Fast response strategies in spite of environmental demands and pressures have become prevalent due to increased competition. But Knowledge Management Projects depend upon set of initiatives with goals that are long term in mind. That is why, increased competition hinders Knowledge Management Adoption as results often take time to appear which is generally unacceptable in fast paced world.

But these challenges are too general in nature. Thus, to simplify and make them have higher detail based on research papers studied we divide them into following parts:

Challenges related to Definition of Knowledge

- Knowledge Identification: Every organization has different Knowledge needs at different times and thus their what constitutes as Knowledge for them is also different. Since, a fixed definition for knowledge cannot be found, it raises difficulty in adoption.
- Knowledge Measurement: Organizations need measurement to understand impact of Knowledge Management initiatives. Since, knowledge cannot be properly measured, it serves as a hinderance to adoption.

Human Resource Challenges

- Employee Learning and Training: If employees are not properly trained it causes failure in Knowledge Management techniques thus hindering its adoption in organizations.

- Employee Contribution and Initiative: Employees must contribute towards organization's Knowledge Management initiatives by knowledge sharing, failure of which becomes a deterrent to its utilization in the company.

Tacit Knowledge and Utilization of IT Challenges

- Losing True Context: Tacit knowledge heavily depends on its context. A failure to appropriately capture the context by the user results in our tacit knowledge losing its value.
- Getting False or Biased Context: Sometimes due to biases or due to false interpretation of tacit knowledge by the user who captures knowledge we get errors which becomes a detriment to knowledge management initiatives.

Infrastructure Challenges

- Financial Challenges: Large initial investment for Knowledge Management Systems discourage its adoption for companies.
- Scalability: Knowledge must be used to create new knowledge. Also, it must be upgraded as per changing times. Thus, it is required for systems to be highly scalable. This becomes an obstacle for Knowledge Management Systems utilization in organizations as technology is fairly new and costly.

Cultural Challenges

- Closed Cultures: Some cultures are closed in the sense that change is not tolerated and knowledge sharing and feedback is squelched. It serves as a hinderance in Knowledge collection and therefore, proper utilization of Knowledge Management resources for an organization.
- Trust: There is sometimes lack of trust between people of a population in cultures which results in gathering of false knowledge for Knowledge management initiatives.

Challenges related to Increased Competition

- Long-term oriented Results: Results of Knowledge Management initiatives can be witnessed only in long-term. Since, rising competition places demand on organizations for achieving fast and quickly visible results; it serves as a deterrent for adoption.
- Awareness: Today everyone wants immediate results and not to be left behind. The expectation to remain at par with industry gives people a narrow view to follow what is being followed by competitors which results in lacking awareness for benefits of adoption of Knowledge Management initiatives in companies.

3. RESEARCH METHODOLOGY

3.1 Research Problem

The research utilizes both primary and secondary research to find answers to the following questions:

- To know what are the deterrents which hinder Knowledge management adoption.
- To understand the relative rankings of these deterrents which hinder Knowledge management adoption.
- To understand the relationship between social capital of a firm and these deterrents.
- To understand relationship between employee demography and these deterrents.
- To propose valid solutions that can avoid these deterrents.

3.2 Research Design

The following were the deterrents recognized with the help of literature review that hinders the adoption of Knowledge Management. They are:

- Employee Contribution and Initiative
- Closed Cultures
- Employee Learning and Training
- Trust
- Losing True Context
- Financial Challenges
- Getting False or Biased Context
- Scalability
- Knowledge Identification
- Knowledge Measurement
- Awareness
- Long-term Oriented Results

To know the respective rank and thus the decreasing order of impact of these factors on Knowledge Management adoption a survey was taken from employees working in TCS, Infosys and HCL. A total of 68 responses were received out of which 28 were from TCS, 21 from Infosys and 19 from HCL.

The employees ranked the relative ranking of these deterrents which according to them impacted the Knowledge Management adoption most. Careful consideration was taken to get responses from people who all well versed in Knowledge Management concepts.

The survey also contained various questions to get an idea of relative Social Capital in a firm.

In Knowledge Management perspective, Social Capital may be defined as common culture, trust or other factors which contribute towards knowledge sharing and learning in an organization.

Few factors which the survey helped in measuring social capital are given below:

- Willingness to Share Knowledge

It measures how much a person is comfortable to share their knowledge or expertise with their colleagues on a scale of 1 to 10 where 10 being very comfortable and 1 being not comfortable at all. The concept is if a firm has good social capital people will be willing to share knowledge and answer queries of each other thereby leading to knowledge creation.

- Ease to Consult

It measures how much a person is comfortable to consult their colleagues regarding queries or discussion on a scale of 1 to 10 where 10 being very comfortable and 1 being not comfortable at all. The concept is if a firm has good social capital people will be willing find it easier to consult each other thereby leading to knowledge creation.

- Encouragement by Company

It measures how much a company encourages on Knowledge sharing with events like knowledge trainings, meetings and seminars for dissemination of current innovations and increasing everyone's learnings on a scale of 1 to 10 where 10 being very proactive stance and 1 being not at all. The concept is if a firm has good social capital, firms will be organizing many of such seminars and people will be actively participating in such seminars willing to share knowledge and answer queries of each other thereby leading to knowledge creation.

- Common Goal/ Cause

It measures how much a person identifies with their colleagues regarding a common goal and actively working towards achieving it on a scale of 1 to 10 where 10 being very dedicated towards common cause and 1 being not at all. The concept is if a firm has good social capital people will be able to identify with a common cause and work proactively towards achieving it.

- Common Culture

It measures how much a person identifies with their colleagues regarding a common culture on a scale of 1 to 10 where 10 being very happy with cultural environment and 1 being not at all. The concept is humans are social beings. If the cultural environment they found themselves in is toxic they would not contribute in any task at all and look for avenues to leave which will increase attrition rate.

- Rewards/Incentives by Company

It measures how much a person is rewarded for contributing towards common cause and knowledge creation by the firm from a scale of 1 to 10 where 10 being greatly rewarded and 1 being not at all. The concept is if a firm has good reward policy people will be very dedicated to contribute in organization thus increasing social capital and knowledge creation.

This factor gives a glimpse of how social capital of a firm is. In the survey from the ranking that have been obtained and the relation with the respective scores of the social capital factors has potential to give directions in which improvement measures have to be taken in these organizations.

The survey also records age of employees to get an idea of how age demographics across TCS, Infosys and HCL impacts social capital and thus impact the deterrents which hinder Knowledge management adoption in these firms.

3.3 Data Source

The Survey has following questions:

1. Rank the challenges on basis of impact in Knowledge Management adoption with 1st having the largest impact 12th having the lowest.

- Knowledge Identification
- Knowledge Measurement
- Employee Learning and Training
- Employee Contribution and Initiative
- Losing True Context
- Getting False or Biased Context
- Financial Challenges
- Scalability
- Closed Cultures
- Trust
- Long-term Oriented Results
- Awareness

2. Age

3. Company

- TCS
- Infosys
- HCL

4. Rate how much are you willing to share your knowledge/ expertise with your colleagues? (10 implies strongly willing to share and 1 means not willing to share).

5. Rate how much easier you find to consult others in your organization? (10 very easy to consult others and 1 means not comfortable to consult others).

6. Rate how much is knowledge sharing proactively encouraged in your company? (10 means strongly encouraged through seminars, knowledge sharing exercises, drills, etc. and 1 means not encouraged at all).

7. Rate how much you identify with your colleagues as dedicated towards a common goal/ cause? (10 strongly identify and dedicated, and 1 means doesn't identify at all).

8. Rate how much strongly you share company culture with colleague? (10 means very happy with company vulture, 1 means not happy at all).

9. Rate how much knowledge/ expertise sharing is valued through rewards/ incentives? (10 means strongly compensated and 1 means poorly compensated).

With the information obtained from survey research is divided into 4 segments:

1) Relative rankings of various factors across all companies.
2) Top 4 causes across organizations like TCS, Infosys and HCL and their relations to each other.
3) Social Capital and age demographics relation across all responses.
4) Social capital and age demographics relative analysis across companies TCS, Infosys and HCL.

The relative analysis of all these factors will be done by utilizing SPSS and Excel.

Through the information gathered from these analysis proper recommendations and conclusions will be drafted which will help to avoid these deterrents in Knowledge management adoption, increase social capital in following firms and help to minimize attrition rates by raising employee happiness.

4. ANALYSIS OF DATA AND FINDINGS

4.1 Segment 1: Relative Rankings of Factors

Table 4.1 Weighted average rankings of deterrents

Factors/ Ranks	1	2	3	4	5	6	7	8	9	10	11	12	Weighted Average
Employee Contribution and Initiative	33	10	11	14	0	0	0	0	0	0	0	0	1.82
Closed Cultures	14	32	10	12	0	0	0	0	0	0	0	0	2.00
Employee Learning and Training	13	11	35	9	0	0	0	0	0	0	0	0	2.26
Trust	8	15	12	26	7	0	0	0	0	0	0	0	2.73
Losing True Context	0	0	0	5	28	10	11	14	0	0	0	0	5.24
Financial Challenges	0	0	0	0	13	11	35	9	0	0	0	0	5.74
Getting False or Biased Context	0	0	0	2	12	32	10	12	0	0	0	0	5.46
Scalability	0	0	0	0	0	0	0	5	28	10	11	14	8.73
Knowledge Identification	0	0	0	0	8	15	12	28	5	0	0	0	6.19
Knowledge Measurement	0	0	0	0	0	0	0	0	14	32	10	12	8.97
Awareness	0	0	0	0	0	0	0	0	13	11	35	9	9.23
Long-term Oriented Results	0	0	0	0	0	0	0	0	8	15	12	33	9.62

Source: Own Analysis

Employees from TCS, Infosys and HCL were surveyed regarding relative rankings of these factors. A total of 68 responses were received out of which 28 were from TCS, 21 from Infosys and 19 from HCL. Based on analysis done by survey and weighted averages rankings of factors/ deterrents, the order of deterrents in decreasing order of impact on Knowledge Management is as following: Employee Contribution and Initiative > Closed Cultures > Employee Learning and Training > Trust > Losing True Context > Getting False or Biased

Context > Financial Challenges > Knowledge Identification > Scalability > Knowledge Measurement > Awareness > Long-term Oriented Results.

In the survey, the top four challenges identified in order of rankings from 1st to 4th are Employee Contribution and Initiative, Closed Cultures, Employee Learning and Training, and Trust. A point to note is that all are the primary sources of Tacit Knowledge, that is, employees internal to company or Human Resource Challenges and people external to company or Cultural Challenges. This illustrates that the primary challenge for the organizations is whether the tacit knowledge is true at source or not or whether it will be given or not. If the knowledge is false at the beginning or there is no knowledge sharing the Knowledge Management models will have large number of errors or will not work. Also, these are errors which cannot be fixed either mechanically or financially. It can only be fixed if knowledge sharing habits are encouraged, there is trust amongst people and culture is more open to new changes and learning. One more observation is that Human Resource Challenges have more impact compared to Cultural Challenges, hence, showing that organizations depend more upon their internal employees that external people for successful adoption of Knowledge Management Systems. The next challenge in importance was Tacit Knowledge and Utilization of IT Challenges. It can be assumed it is so because after verifying whether knowledge is true or not next important step is to successfully capture it for an organization's needs. Challenges related to Definition of Knowledge, Infrastructure Challenges and Challenges related to Increased Competition; all were ranked lower. It shows that today companies have become more aware regarding their knowledge needs due to various campaigns, have a precise idea of what they require in their model and are willing to spend to achieve desired results. But still issues arise, showing they still have a long way to go. Thus, ranking all categories in decreasing order of impact:

1) Human Resource Challenges (Employee Learning and Training, Employee Contribution and Initiative)
2) Cultural Challenges (Closed Cultures, Trust)
3) Tacit Knowledge and Utilization of IT Challenges (Losing True Context, Getting False or Biased Context)

4) Infrastructure Challenges (Financial Challenges, Scalability)
5) Challenges related to Increased Competition (Long-term Oriented Results, Awareness)
6) Challenges related to Definition of Knowledge (Knowledge Identification, Knowledge Measurement)

4.2 Segment 2: Top 4 causes across TCS, Infosys and HCL

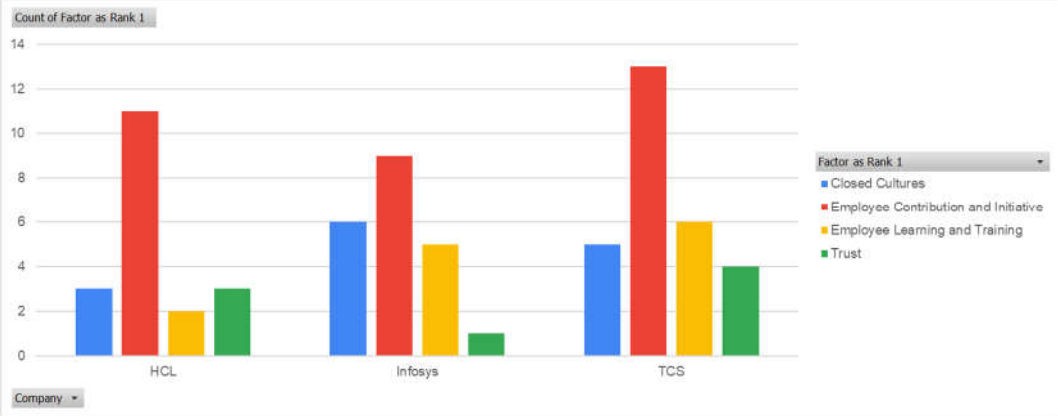
First Cause

Table 4.2 First factor ranked respectively across TCS, Infosys and HCL

Row Labels	Closed Cultures	Employee Contribution and Initiative	Employee Learning and Training	Trust	Grand Total
HCL	3	11	2	3	19
Infosys	6	9	5	1	21
TCS	5	13	6	4	28
Grand Total	14	33	13	8	68

Source: Own Analysis

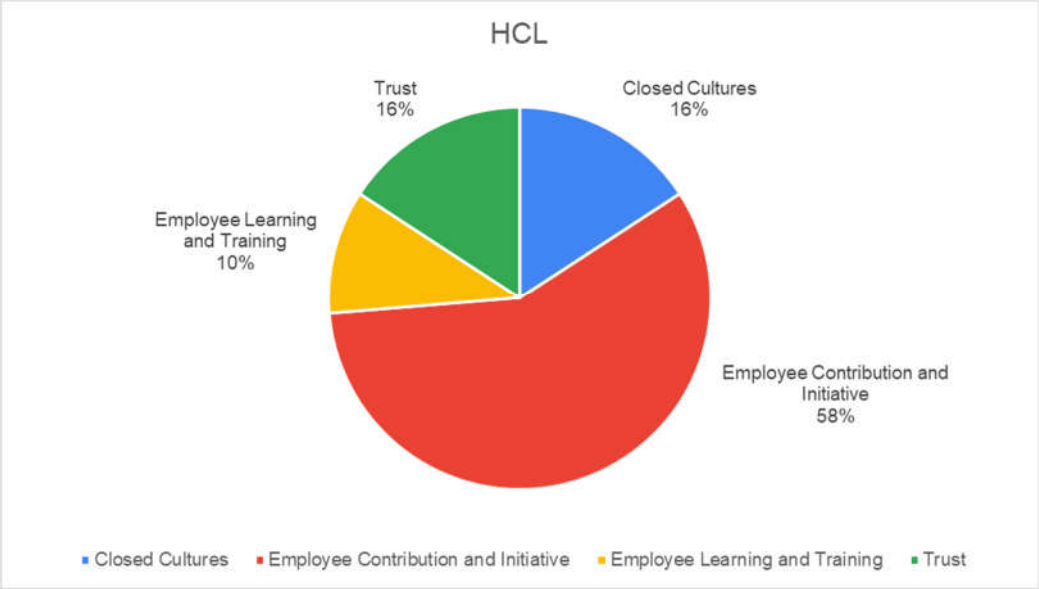
Figure 4.1: First factor ranked respectively across TCS, Infosys and HCL



Source: Own Creation

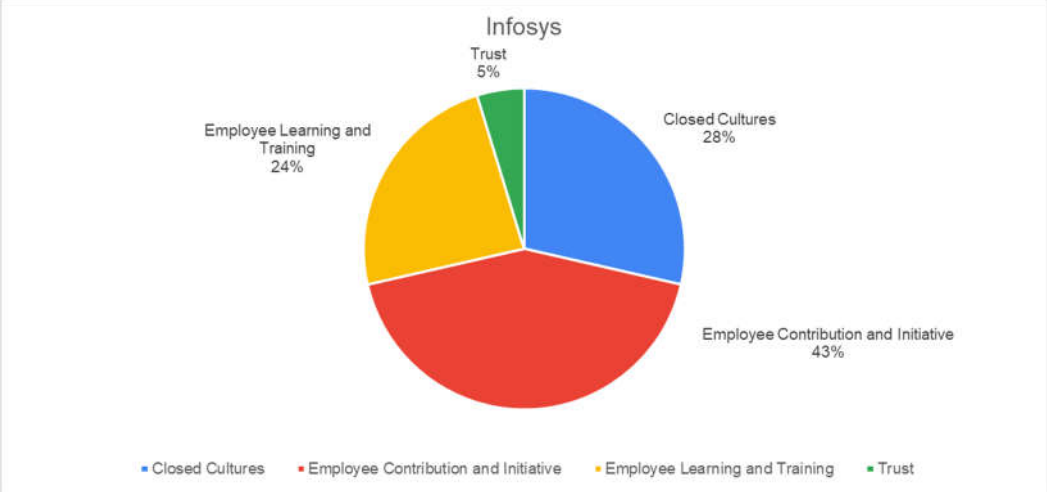
Employees from TCS, Infosys and HCL were surveyed regarding relative rankings of these factors. A total of 68 responses were received out of which 28 were from TCS, 21 from Infosys and 19 from HCL. It can be seen from the figure 4.1 that Employee contribution and Initiative is ranked 1 among all three organizations and thus is the most impactful deterrent for knowledge management adoption. A deeper analysis reveals the following:

Figure 4.2: First factor ranked respectively in percentage across HCL



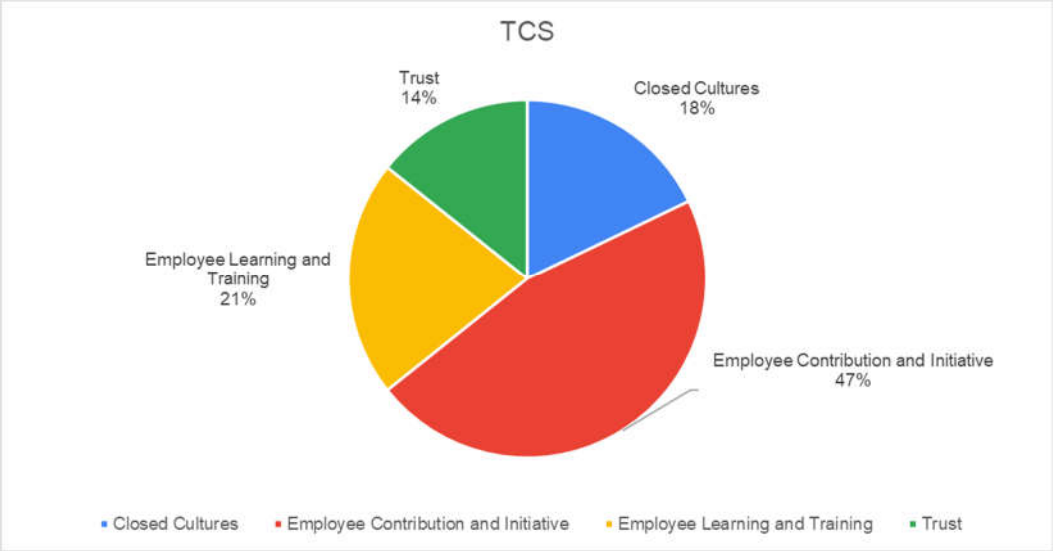
Source: Own Creation

Figure 4.3: First factor ranked respectively in percentage across Infosys



Source: Own Creation

Figure 4.4: First factor ranked respectively in percentage across TCS



Source: Own Creation

Around 58% ranked Employee Contribution and Initiative as first in HCL whereas in Infosys and TCS the numbers were 43% and 47% respectively. This implies HCL has more issues related to Employee Contribution towards knowledge management with respect to other 2 companies.

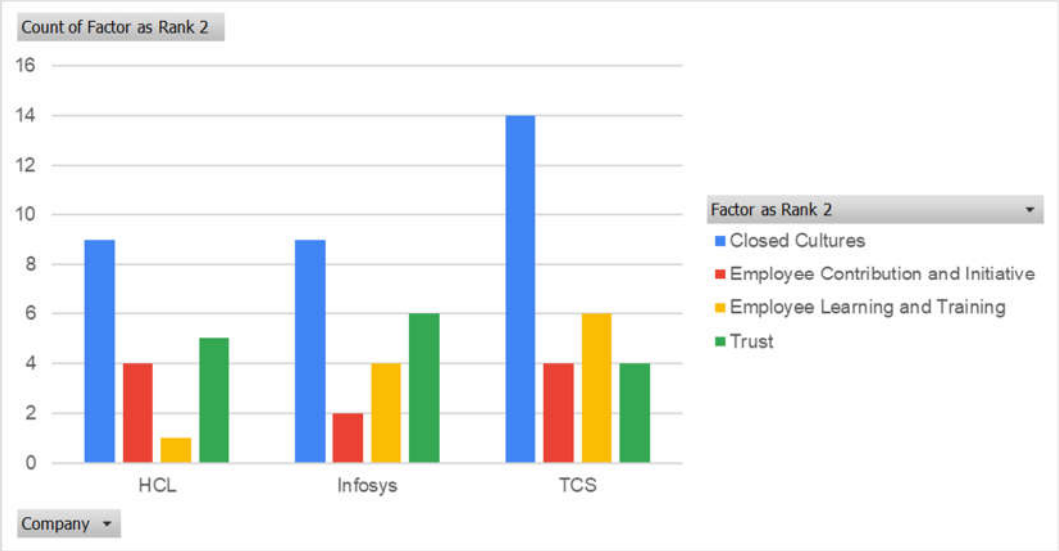
Second Cause

Table 4.3 Second factor ranked across TCS, Infosys and HCL

Row Labels	Closed Cultures	Employee Contribution and Initiative	Employee Learning and Training	Trust	Grand Total
HCL	9	4	1	5	19
Infosys	9	2	4	6	21
TCS	14	4	6	4	28
Grand Total	32	10	11	15	68

Source: Own Analysis

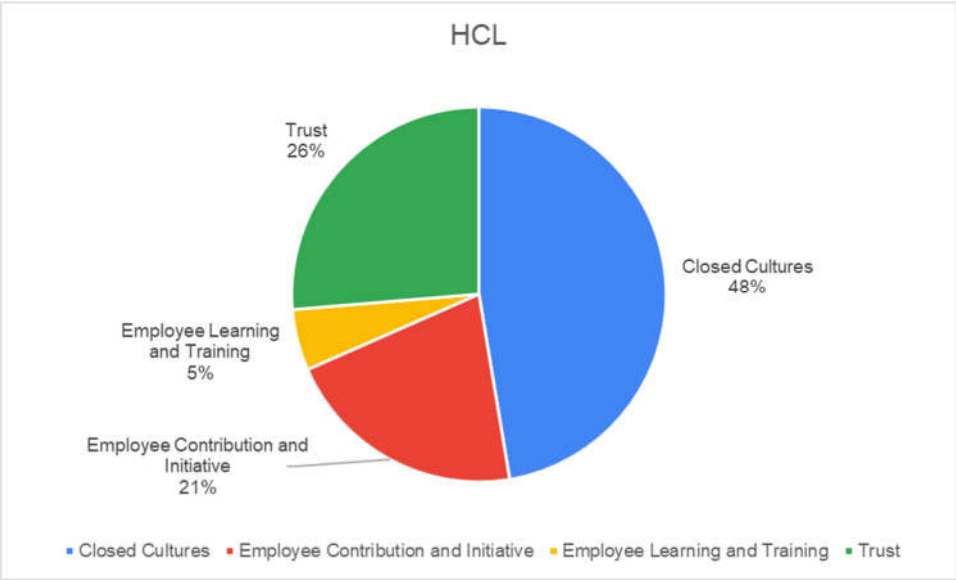
Figure 4.5: Second factor ranked across TCS, Infosys and HCL



Source: Own Creation

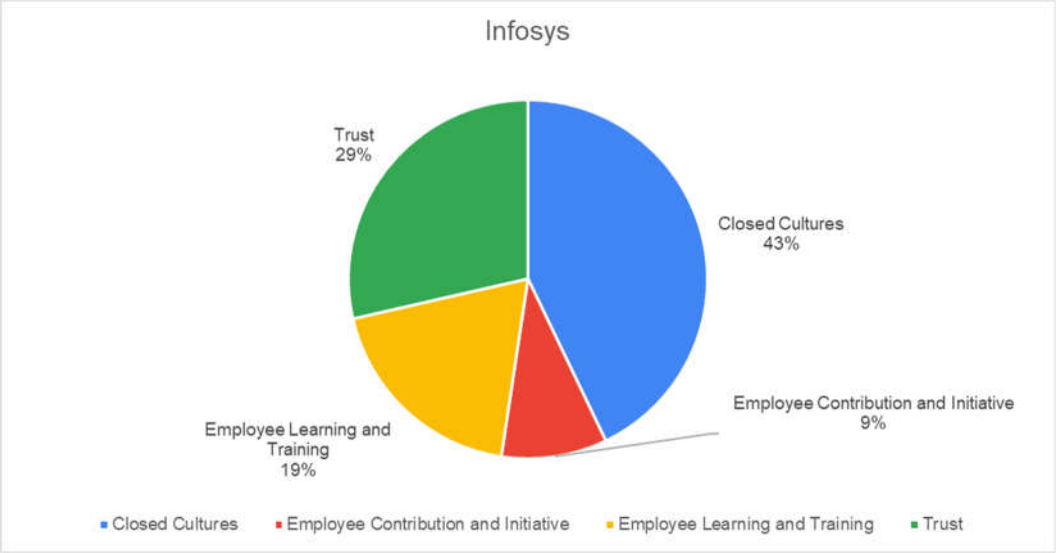
Employees from TCS, Infosys and HCL were surveyed regarding relative rankings of these factors. A total of 68 responses were received out of which 28 were from TCS, 21 from Infosys and 19 from HCL. It can be seen from the figure 4.5 that Closed Cultures is ranked 2 among all three organizations and thus is the second most impactful deterrent for knowledge management adoption. A deeper analysis reveals the following:

Figure 4.6: Second factor ranked respectively in percentage across HCL



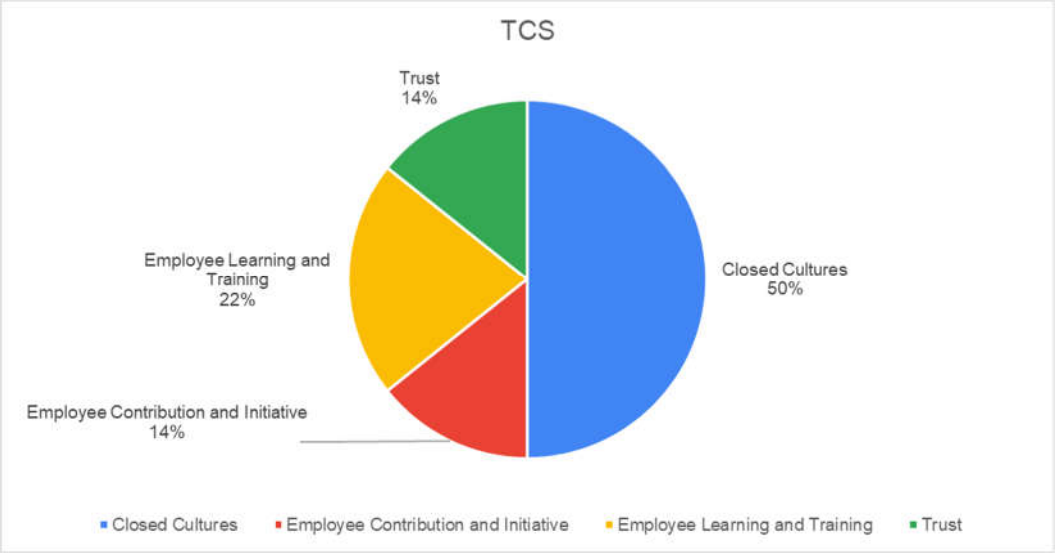
Source: Own Creation

Figure 4.7: Second factor ranked respectively in percentage across Infosys



Source: Own Creation

Figure 4.8: Second factor ranked respectively in percentage across TCS



Source: Own Creation

Around 50% ranked Closed Cultures as second choice in TCS whereas in Infosys and HCL the numbers were 43% and 48% respectively. This implies TCS has more issues related to closed cultures and employees not being very open towards each other in knowledge sharing with respect to other 2 companies.

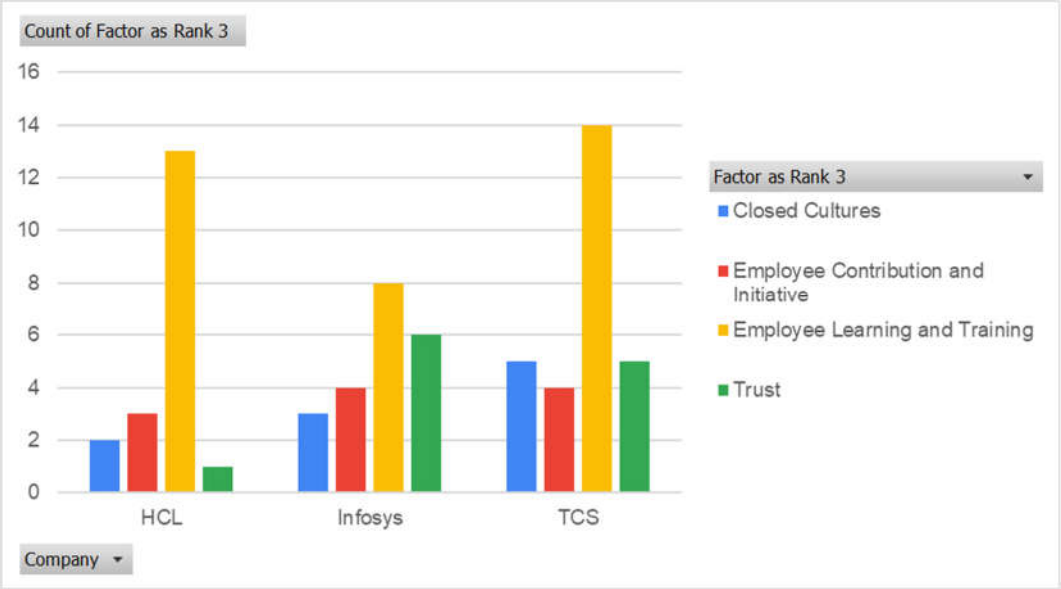
Third Cause

Table 4.4 Third factor ranked across TCS, Infosys and HCL

Row Labels	Closed Cultures	Employee Contribution and Initiative	Employee Learning and Training	Trust	Grand Total
HCL	2	3	13	1	19
Infosys	3	4	8	6	21
TCS	5	4	14	5	28
Grand Total	10	11	35	12	68

Source: Own Analysis

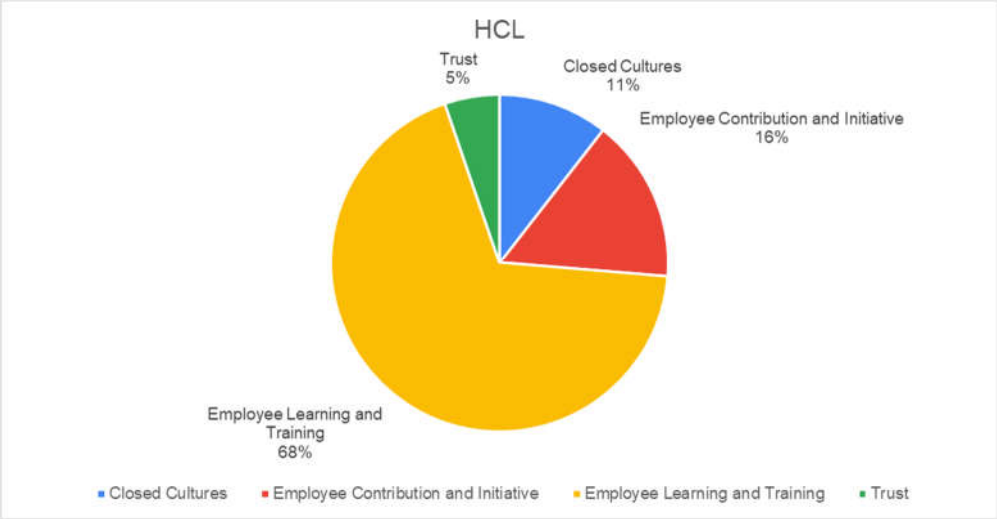
Figure 4.9: Third factor ranked across TCS, Infosys and HCL



Source: Own Creation

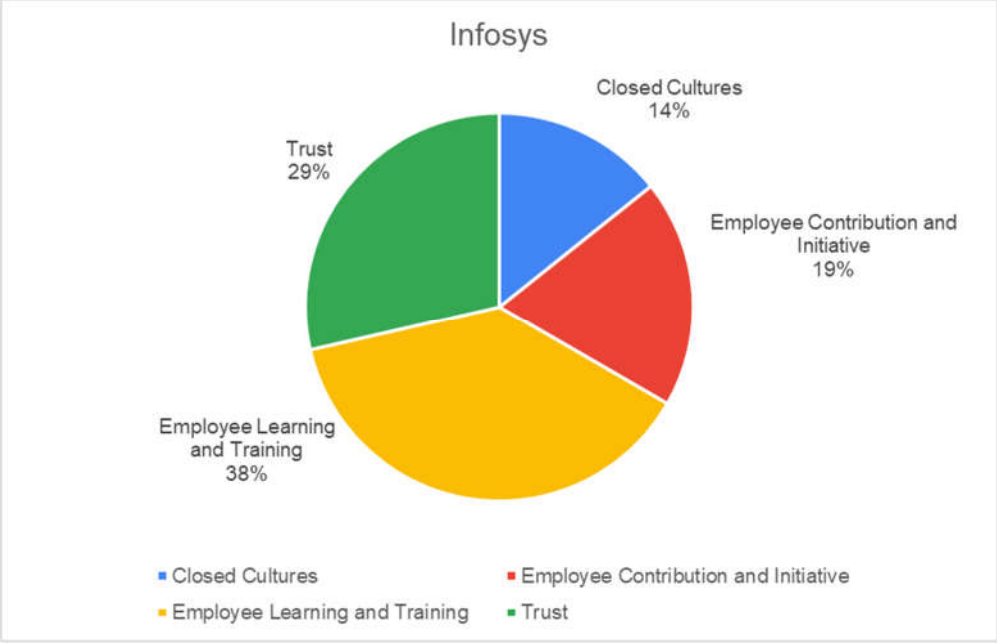
Employees from TCS, Infosys and HCL were surveyed regarding relative rankings of these factors. A total of 68 responses were received out of which 28 were from TCS, 21 from Infosys and 19 from HCL. It can be seen from the figure 4.9 that Employee Learning and Training is ranked 3 among all three organizations and thus is the third most impactful deterrent for knowledge management adoption. A deeper analysis reveals the following:

Figure 4.10: Third factor ranked respectively in percentage across HCL



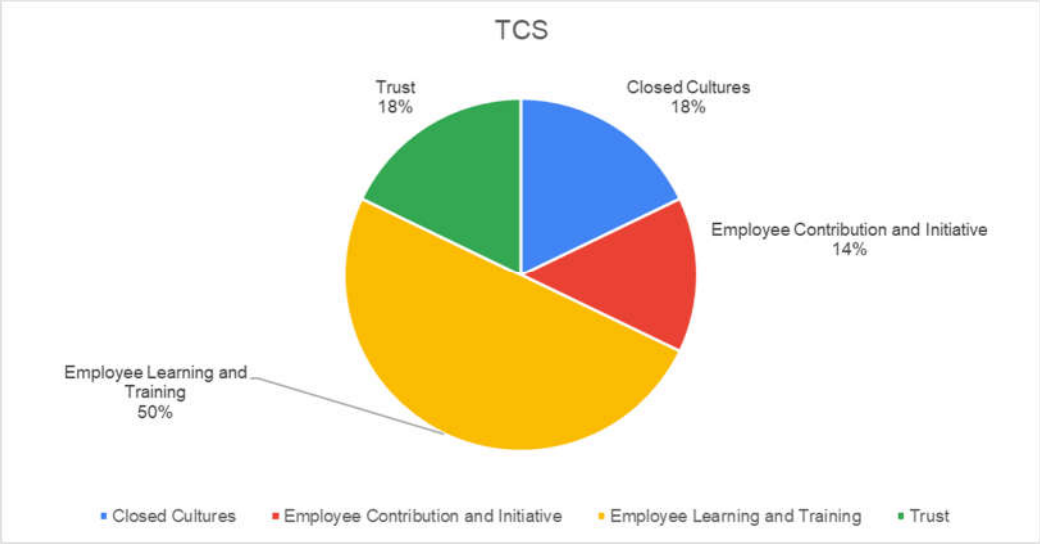
Source: Own Creation

Figure 4.11: Third factor ranked respectively in percentage across Infosys



Source: Own Creation

Figure 4.12: Third factor ranked respectively in percentage across TCS



Source: Own Creation

Around 68% ranked Employee Learning and Training as third choice in HCL whereas in Infosys and TCS the numbers were 38% and 50% respectively. This implies HCL has more issues related to Employee Learning and Training and employees not being very conscious towards upskilling themselves in order to share knowledge between peers with respect to other 2 companies.

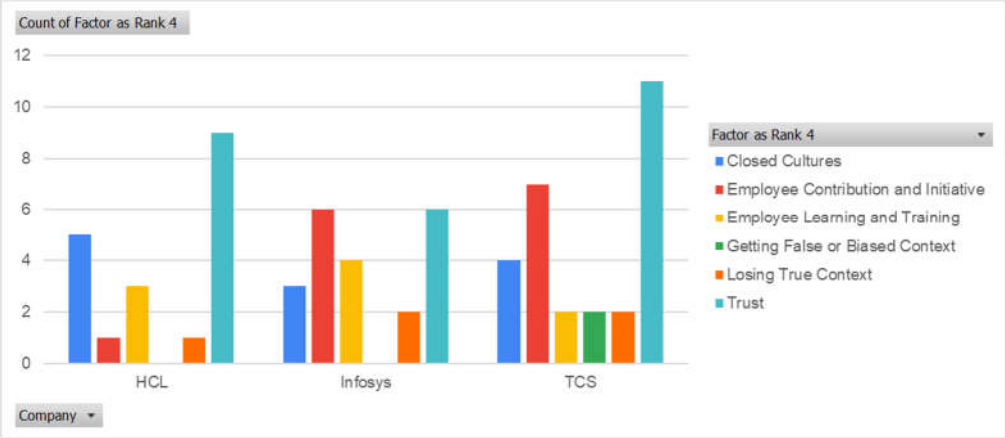
Fourth Cause

Table 4.5 Fourth factor ranked across TCS, Infosys and HCL

Row Labels	Closed Cultures	Employee Contribution and Initiative	Employee Learning and Training	Getting False or Biased Context	Losing True Context	Trust
HCL	5	1	3		1	9
Infosys	3	6	4		2	6
TCS	4	7	2	2	2	11

Source: Own Analysis

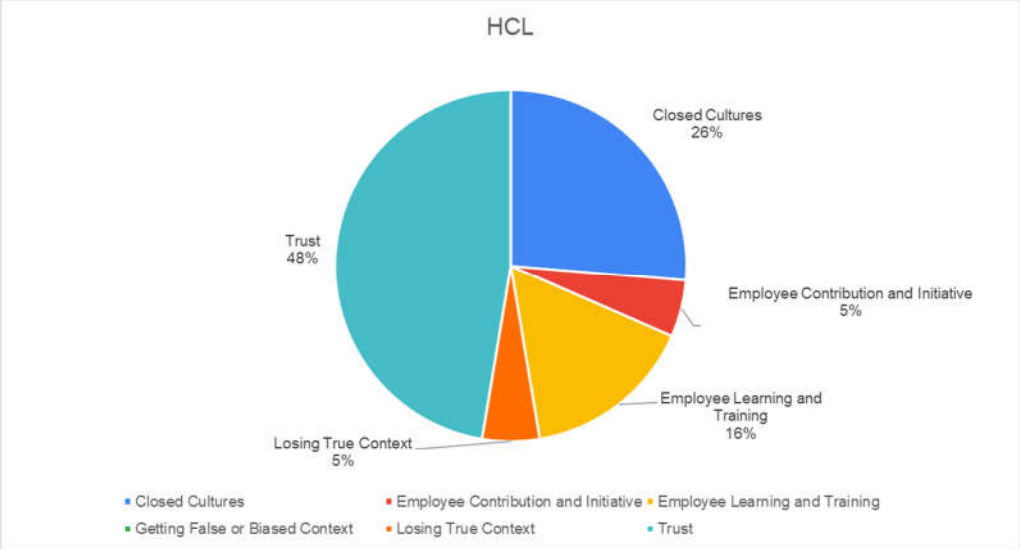
Figure 4.13: Fourth factor ranked across TCS, Infosys and HCL



Source: Own Creation

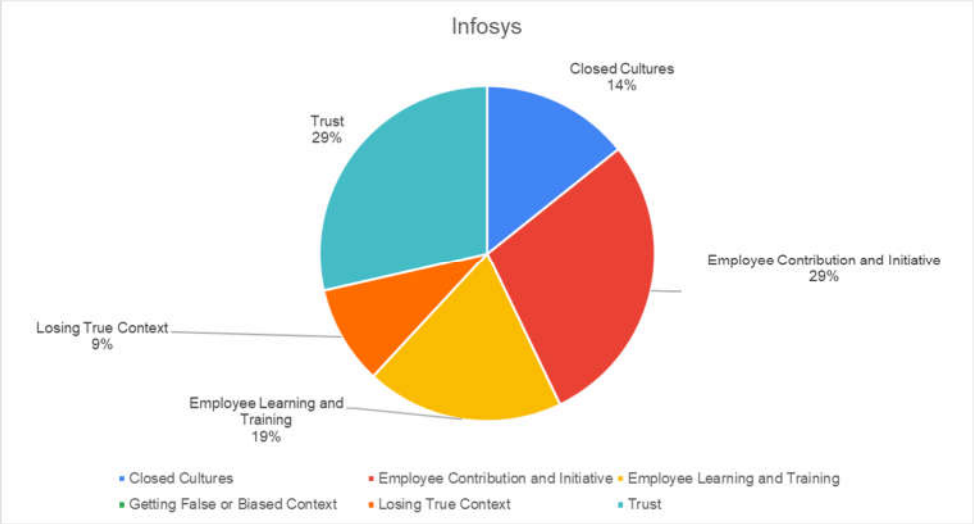
Employees from TCS, Infosys and HCL were surveyed regarding relative rankings of these factors. A total of 68 responses were received out of which 28 were from TCS, 21 from Infosys and 19 from HCL. It can be seen from the figure 4.13 that trust is ranked 4 among all three organizations and thus is the fourth most impactful deterrent for knowledge management adoption. A deeper analysis reveals the following:

Figure 4.14: Fourth factor ranked respectively in percentage across HCL



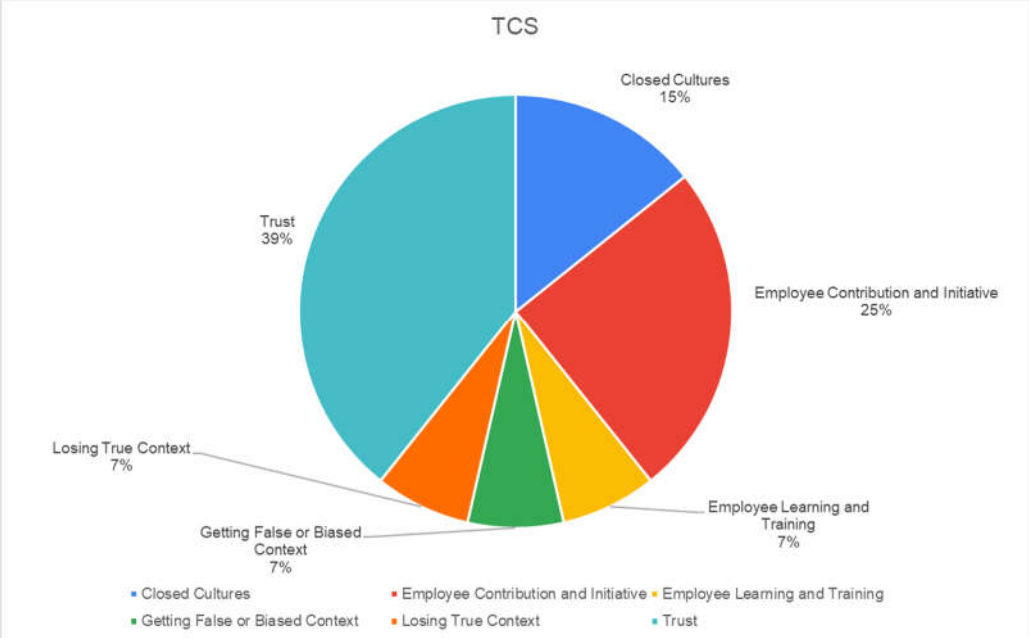
Source: Own Creation

Figure 4.15: Fourth factor ranked in percentage across Infosys



Source: Own Creation

Figure 4.16: Fourth factor ranked respectively in percentage across TCS



Source: Own Creation

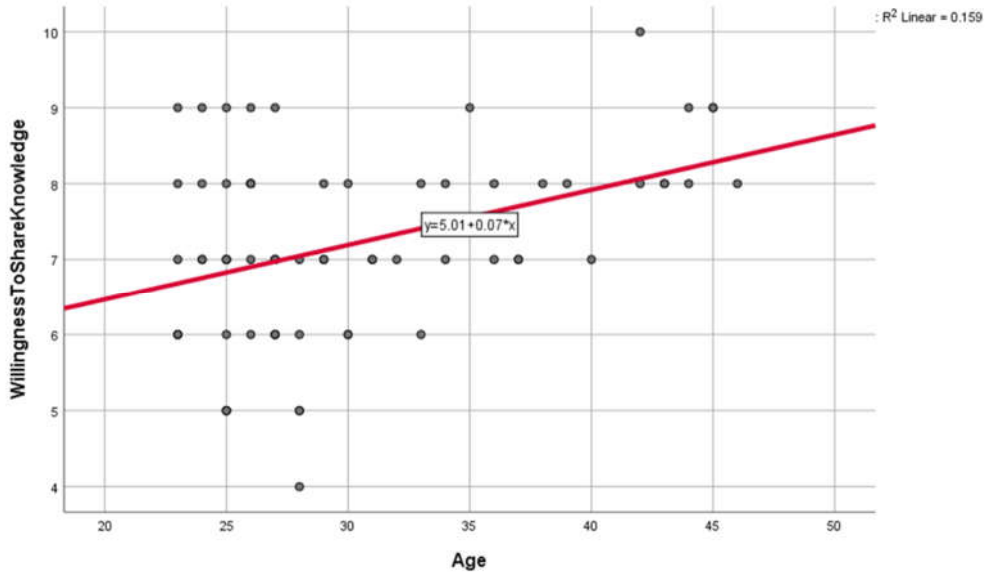
Around 48% ranked Trust as fourth choice in HCL whereas in Infosys and TCS the numbers were 29% and 39% respectively. This implies HCL has more issues related to trust and employees not being very open towards each other in knowledge sharing with respect to other 2 companies.

4.3 Segment 3: Social Capital Factors With Respect To Age

To get better understanding of how age demographics relate to social capital factors linear regression analysis with SPSS was used with age on X axis as independent variable and social capital factors on Y axis as dependenta variable. These social capital factors are:

- Willingness to Share Knowledge
- Ease to Consult
- Encouragement by Company
- Common Goal/ Cause
- Common Culture
- Rewards/Incentives by Company

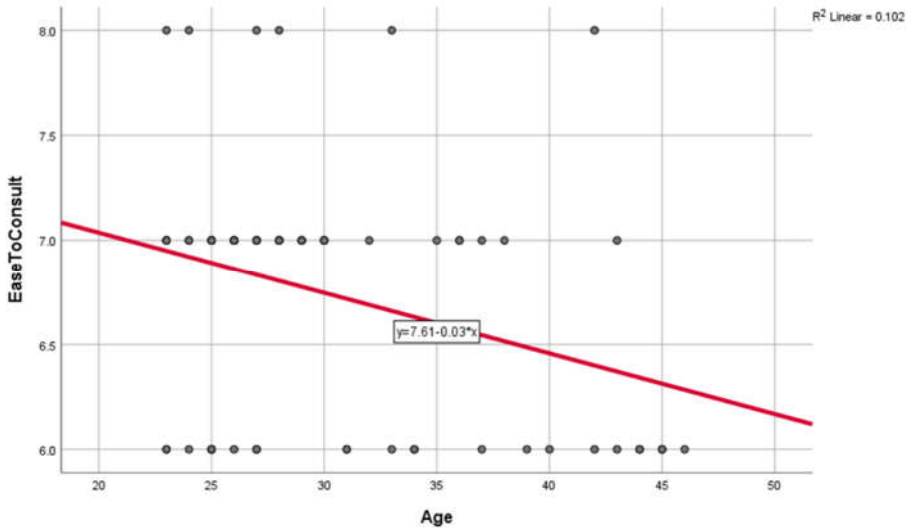
Figure 4.17: Willingness to share knowledge v/s Age



Source: Own Creation

This graph depicts that as age of sample increases the willingness to share knowledge or expertise by an individual increases in a firm. There can be several reasons for this like older people are more comfortable with mentoring, more knowledge and more experience compared to rest and hence more frequency to share, etc.

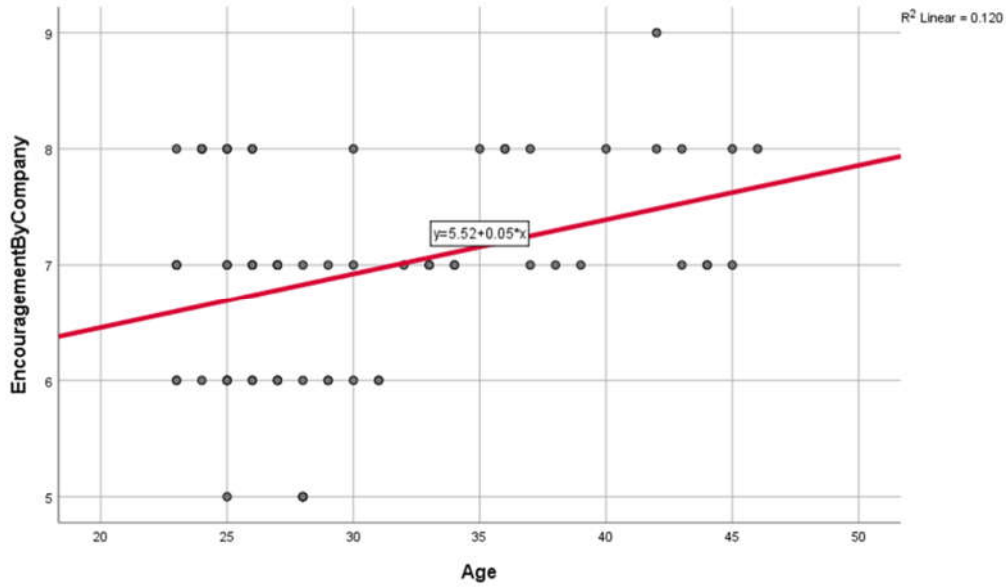
Figure 4.18: Ease to Consult Others v/s Age



Source: Own Creation

This graph depicts that ease in consulting others falls with respect to age. There can be several reasons for this like older people who are generally more experienced find less people who they can consult with.

Figure 4.19: Encouragement By Company v/s Age

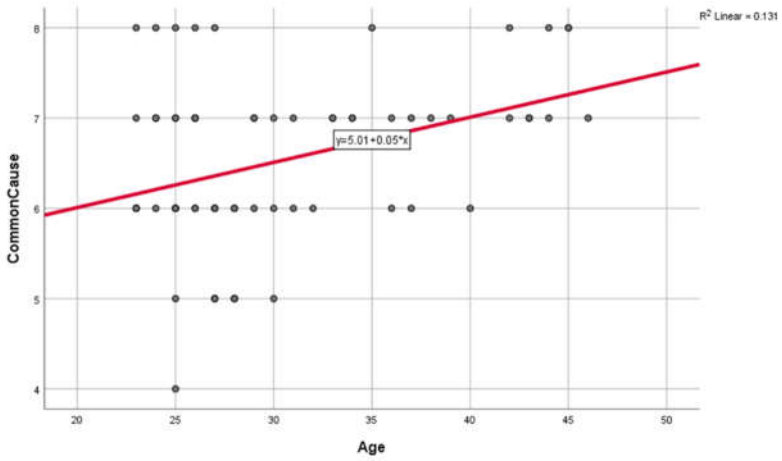


Source: Own Creation

This graph depicts that older people are more willing to attend seminars, knowledge management drills which are encouraged by the companies

compared to younger people. There can be various reasons for this like having satisfaction in employment and thus tendency to learn more.

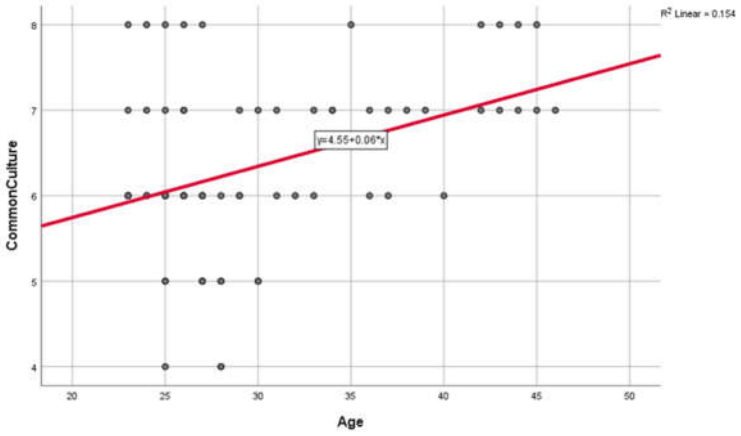
Figure 4.20: Common Cause v/s Age



Source: Own Creation

Older people identify more with their colleagues with respect to a common cause in a company and thus are more willing to contribute towards company's goals.

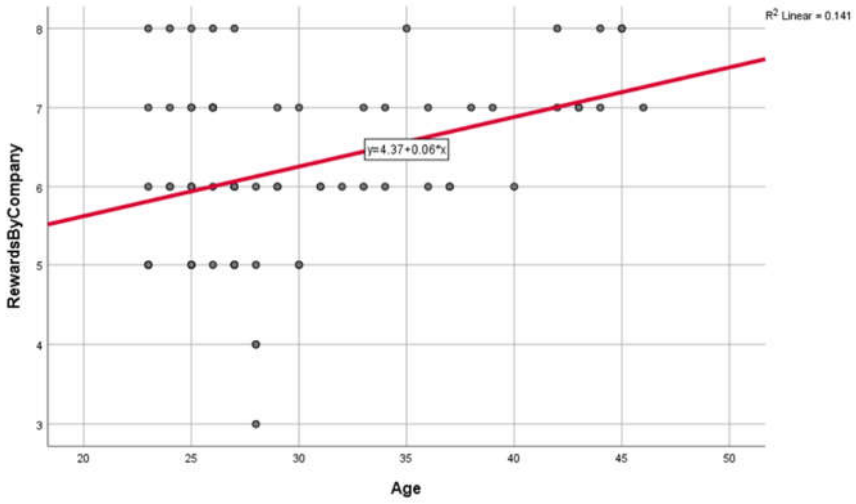
Figure 4.21: Common Culture v/s Age



Source: Own Creation

Older people identify more with their colleagues with respect to a common culture in a company and thus Have a less tendency to leave or search for other avenues.

Figure 4.22: Rewards By Company v/s Age



Source: Own Creation

Older people generally get more rewards and incentives by company to share their expertise. Younger employees feel that they are not properly compensated. This could be due to less knowledge and expertise they have compared to older employees.

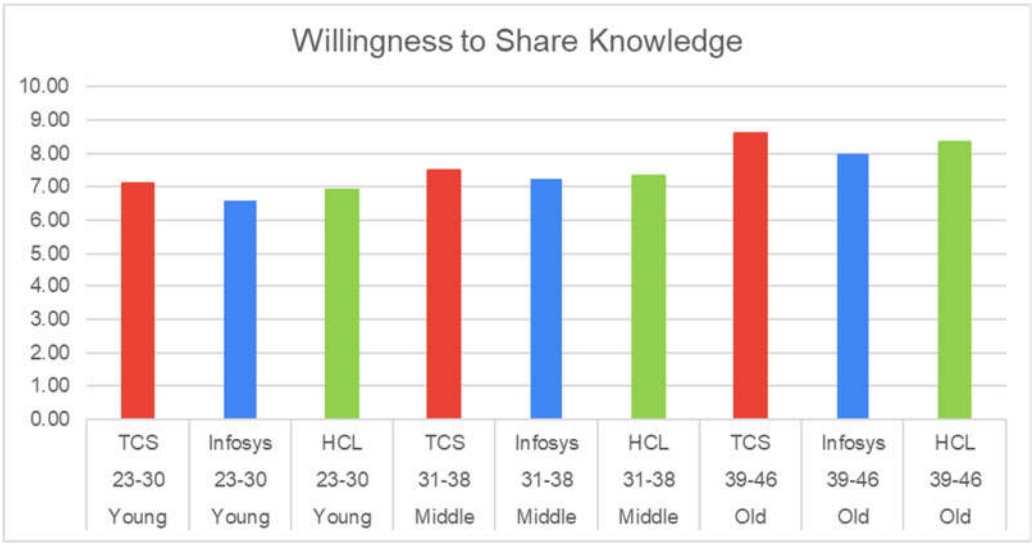
4.4 Segment 4: Social Capital factors v/s Age Demographics in firms

Table 4.6: Willingness to share knowledge v/s Age in TCS, HCL & Infosys

Age Classification	Age Range	Company	Willingness to Share Knowledge Average
Young	23-30	TCS	7.12
Young	23-30	Infosys	6.57
Young	23-30	HCL	6.92
Middle	31-38	TCS	7.50
Middle	31-38	Infosys	7.25
Middle	31-38	HCL	7.33
Old	39-46	TCS	8.60
Old	39-46	Infosys	8.00
Old	39-46	HCL	8.33

Source: Own Analysis

Figure 4.23: Willingness to share knowledge v/s age in TCS, HCL & Infosys



Source: Own Creation

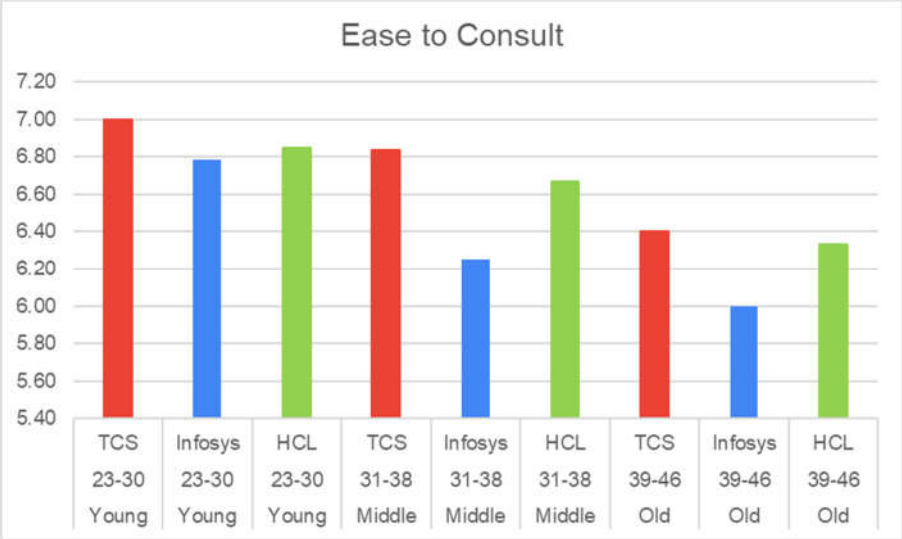
From the analysis it is clear that TCS employees are generally more willing to share their expertise with their colleagues followed by HCL and then by Infosys across all age groups.

Table 4.7: Ease To Consult v/s Age in TCS, HCL & Infosys

Age Classification	Age Range	Company	Ease to Consult Average
Young	23-30	TCS	7.00
Young	23-30	Infosys	6.79
Young	23-30	HCL	6.85
Middle	31-38	TCS	6.83
Middle	31-38	Infosys	6.25
Middle	31-38	HCL	6.67
Old	39-46	TCS	6.40
Old	39-46	Infosys	6.00
Old	39-46	HCL	6.33

Source: Own Analysis

Figure 4.24: Ease To Consult v/s age in TCS, HCL & Infosys



Source: Own Creation

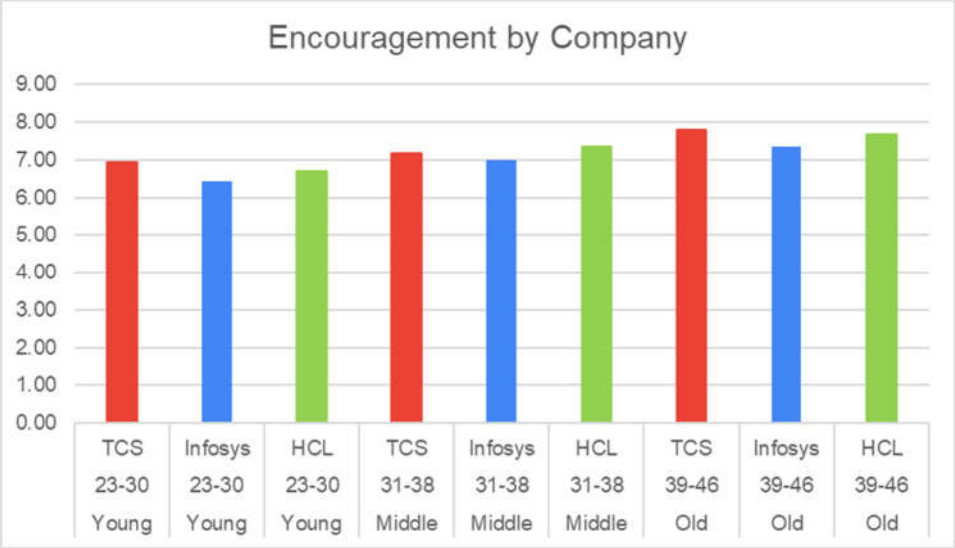
From the analysis it is clear that TCS employees are generally find it easier to consult their colleagues regarding queries followed by HCL and then by Infosys across all age groups.

Table 4.8: Encouragement By Company v/s Age in TCS, HCL & Infosys

Age Classification	Age Range	Company	Encouragement by Company Average
Young	23-30	TCS	6.94
Young	23-30	Infosys	6.43
Young	23-30	HCL	6.69
Middle	31-38	TCS	7.17
Middle	31-38	Infosys	7.00
Middle	31-38	HCL	7.33
Old	39-46	TCS	7.80
Old	39-46	Infosys	7.33
Old	39-46	HCL	7.67

Source: Own Analysis

Figure 4.25: Encouragement By Age v/s age in TCS, HCL & Infosys



Source: Own Creation

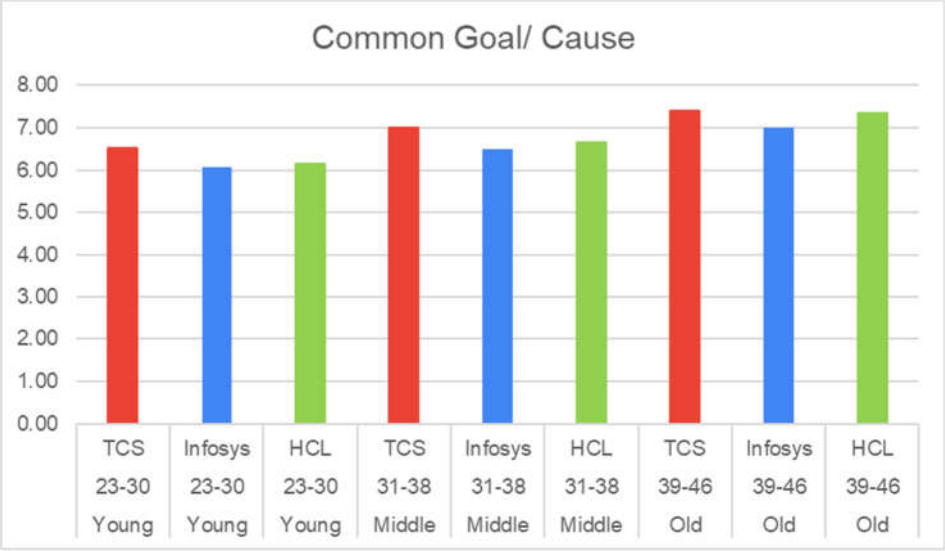
From the analysis it is clear that TCS employees are generally more encouraged by their company to attend seminars, knowledge management workshops followed by HCL and then by Infosys across all age groups.

Table 4.9: Common Goal/ Cause v/s Age in TCS, HCL & Infosys

Age Classification	Age Range	Company	Common Goal/ Cause Average
Young	23-30	TCS	6.53
Young	23-30	Infosys	6.07
Young	23-30	HCL	6.15
Middle	31-38	TCS	7.00
Middle	31-38	Infosys	6.50
Middle	31-38	HCL	6.67
Old	39-46	TCS	7.40
Old	39-46	Infosys	7.00
Old	39-46	HCL	7.33

Source: Own Analysis

Figure 4.26: Common Goal/ Cause v/s age in TCS, HCL & Infosys



Source: Own Creation

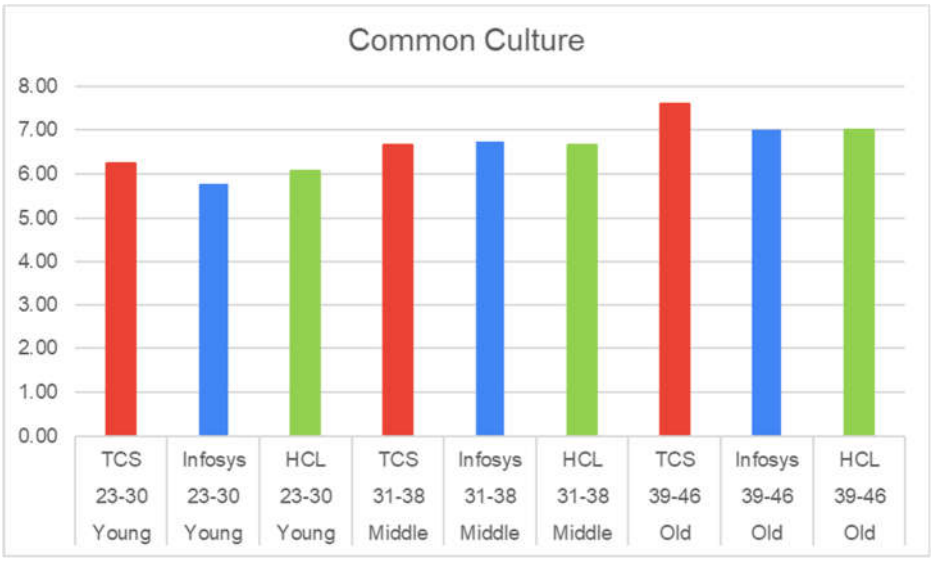
From the analysis it is clear that TCS employees generally identify more with their colleagues regarding common cause and hence more dedicated towards it followed by HCL and then by Infosys across all age groups.

Table 4.10: Common Culture v/s Age in TCS, HCL & Infosys

Age Classification	Age Range	Company	Common Culture Average
Young	23-30	TCS	6.24
Young	23-30	Infosys	5.79
Young	23-30	HCL	6.08
Middle	31-38	TCS	6.67
Middle	31-38	Infosys	6.75
Middle	31-38	HCL	6.67
Old	39-46	TCS	7.60
Old	39-46	Infosys	7.00
Old	39-46	HCL	7.00

Source: Own Analysis

Figure 4.27: Common Culture v/s age in TCS, HCL & Infosys



Source: Own Creation

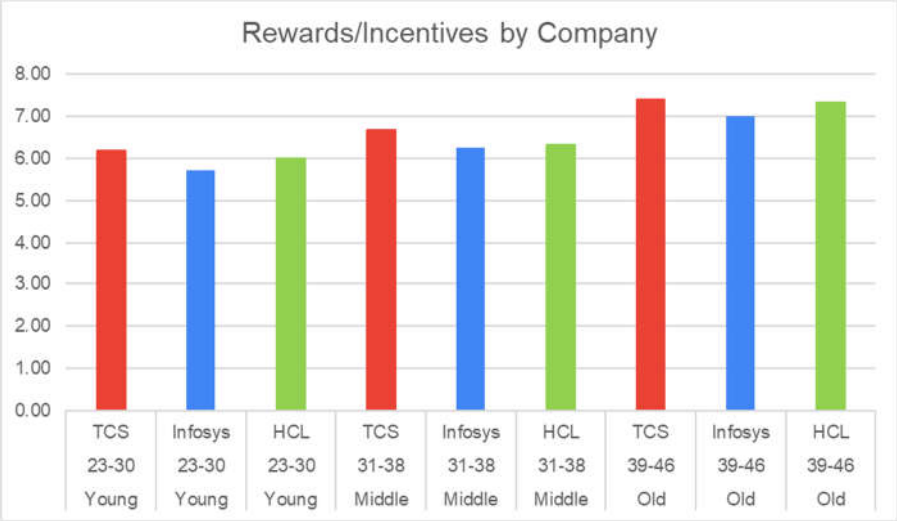
From the analysis it is clear that TCS employees generally identify more with their colleagues regarding a common culture and have better cultural work environments followed by HCL and then by Infosys across all age groups.

Table 4.11: Rewards By Company v/s Age in TCS, HCL & Infosys

Age Classification	Age Range	Company	Rewards/Incentives by Company Average
Young	23-30	TCS	6.18
Young	23-30	Infosys	5.71
Young	23-30	HCL	6.00
Middle	31-38	TCS	6.67
Middle	31-38	Infosys	6.25
Middle	31-38	HCL	6.33
Old	39-46	TCS	7.40
Old	39-46	Infosys	7.00
Old	39-46	HCL	7.33

Source: Own Analysis

Figure 4.28: Rewards By Company v/s age in TCS, HCL & Infosys



Source: Own Creation

From the analysis it is clear that TCS employees are generally more rewarded by their firms for participating in Knowledge management activities followed by HCL and then by Infosys across all age groups.

4.5 Findings and Recommendations

Findings

Through the analysis it was found that:

The order of deterrents in decreasing order of impact on Knowledge Management is as following: Employee Contribution and Initiative > Closed Cultures > Employee Learning and Training > Trust > Losing True Context > Getting False or Biased Context > Financial Challenges > Knowledge Identification > Scalability > Knowledge Measurement > Awareness > Long-term Oriented Results.

Ranking all categories in decreasing order of impact:

1) Human Resource Challenges (Employee Learning and Training, Employee Contribution and Initiative)
2) Cultural Challenges (Closed Cultures, Trust)
3) Tacit Knowledge and Utilization of IT Challenges (Losing True Context, Getting False or Biased Context)
4) Infrastructure Challenges (Financial Challenges, Scalability)
5) Challenges related to Increased Competition (Long-term Oriented Results, Awareness)
6) Challenges related to Definition of Knowledge (Knowledge Identification, Knowledge Measurement)

Indian IT Companies (TCS, HCL and Infosys) are not youth friendly. Based on analysis done it was found that across all parameters which measure social capital: Willingness to Share Knowledge, Ease to Consult, Encouragement by Company, Common Goal/ Cause, Common Culture and Rewards/Incentives by Company, freshers or young employees are given low facilities and incentives due to which they have low loyalty towards organization compared to their senior counterparts. This thus increases the attrition rate of following companies.

Recommendations

Based on analysis following recommendations have been proposed:

- To increase Employee Learnings and their contribution and initiative towards Knowledge Management, Communities of Practice can be formed. Communities of practice are informal gatherings in which any person of any background with an interest in topic that group signifies can participate. This can make employees take proactive approach in their upskilling and thus knowledge creation.
- Modernized and Open culture must be promoted by companies to facilitate knowledge sharing.
- The firms can give time spend in company-based incentives so that attrition rate decreases and employees become more dedicated to participate in Knowledge Management process.
- To bridge the gap between mentoring from seniors and freshers and to enhance communication and learning, Expert Directories can be formed in firms. Expert Directory is a knowledge-based tool in which any person belonging to organization can ask experts of that organization any question on a forum and thus facilitate learning and knowledge creation.
- Special attention must be taken for training new employees and they must be shown support by senior staff. It will increase loyalty to firm. It will also make them part of company culture and will significantly reduce attrition rates.

5. CONCLUSION

5.1 Conclusion

The implementation of Knowledge Management in businesses is hindered by a number of factors. These impediments develop either before or after implementation, resulting in a inefficient and ineffective knowledge management system, resulting in poorer knowledge generation.

Organizations lose their intellectual assets as a consequence, which may damage their development and productivity.

As a result, it's critical to recognise and comprehend these deterrents in order to prevent them and correctly utilize Knowledge Management System.

The order of deterrents in decreasing order of impact on Knowledge Management is as following: Employee Contribution and Initiative > Closed Cultures > Employee Learning and Training > Trust > Losing True Context > Getting False or Biased Context > Financial Challenges > Knowledge Identification > Scalability > Knowledge Measurement > Awareness > Long-term Oriented Results.

Ranking all categories in decreasing order of impact:

1) Human Resource Challenges (Employee Learning and Training, Employee Contribution and Initiative)

2) Cultural Challenges (Closed Cultures, Trust)

3) Tacit Knowledge and Utilization of IT Challenges (Losing True Context, Getting False or Biased Context)

4) Infrastructure Challenges (Financial Challenges, Scalability)

5) Challenges related to Increased Competition (Long-term Oriented Results, Awareness)

6) Challenges related to Definition of Knowledge (Knowledge Identification, Knowledge Measurement)

The recommendations that were proposed to increase social capital of firms is critical because Indian IT businesses have a high rate of attrition, which causes

them to lose their knowledge assets. As a result, a mechanism must be put in place to protect the firm's knowledge so that it is not harmed by an employee's departure.

The findings of this study have a broad application, and they may be used to:

- Reducing the barriers to Knowledge Management implementation.
- Increasing a company's social capital, will result in higher production and knowledge generation.
- Increasing Social Capital reduces attrition rates in IT and other businesses.
- More effective mechanisms for maintaining a company's knowledge assets.
- Increased employee engagement in knowledge generation.

5.2 References

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5.3 Annexure

1. Rank the challenges on basis of impact in Knowledge Management adoption with 1st having the largest impact 12th having the lowest.

- Knowledge Identification
- Knowledge Measurement
- Employee Learning and Training
- Employee Contribution and Initiative
- Losing True Context
- Getting False or Biased Context
- Financial Challenges
- Scalability
- Closed Cultures
- Trust
- Long-term Oriented Results
- Awareness

2. Age

3. Company

- TCS
- Infosys
- HCL

4. Rate how much are you willing to share your knowledge/ expertise with your colleagues? (10 implies strongly willing to share and 1 means not willing to share).

5. Rate how much easier you find to consult others in your organization? (10 very easy to consult others and 1 means not comfortable to consult others).

6. Rate how much is knowledge sharing proactively encouraged in your company? (10 means strongly encouraged through seminars, knowledge sharing exercises, drills, etc. and 1 means not encouraged at all).

7. Rate how much you identify with your colleagues as dedicated towards a common goal/ cause? (10 strongly identify and dedicated, and 1 means doesn't identify at all).

8. Rate how much strongly you share company culture with colleague? (10 means very happy with company vulture, 1 means not happy at all).

9. Rate how much knowledge/ expertise sharing is valued through rewards/ incentives? (10 means strongly compensated and 1 means poorly compensated).