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“The Role of HR as a Knowledge Facilitator”**Dr. Meenakshi Kaushik***Free lance Academician in Amity University and IMT (CDL) department and a Trainer and faculty in ISTD (Indian Society for Training and development), India***Abstract**

In today's challenging economy and cut-throat competitive environment, creating and maintaining a culture of knowledge management system by HR is really very essential for competitive advantage. Successful organization's really focus on education, learning, intellectual growth of their employee's and to prepare them to contribute to the society and to their organizations. As knowledge management is a discipline that promotes an integrated approach to identifying, capturing, retrieving, sharing, and evaluating an enterprise's information assets. HR as a knowledge facilitator mainly emphasizes on efficient and effective utilization of all the available organizational resources to attain positive and desirable outcomes and act as a rapid deployment specialist. While writing and presenting this paper I will be mainly covering the various aspects of HR as a knowledge facilitator mainly explicit knowledge, tacit knowledge, the purpose of HR as a knowledge facilitator and creating a culture of knowledge management system in an organization; Knowledge Management as a change and renewal mechanism; Knowledge Management and Information technology; Effective knowledge management and increased job satisfaction and productivity; Knowledge management and creative talent retention strategies; Knowledge management as one of the best practices to avoid lay-offs; knowledge management and talent retention, curb health related costs and boost financial literacy; Knowledge Management and Leadership development.

Key Words: HRM, knowledge, IT, human capital,**1. Introduction**

The competitive demands of today's marketplace require a reorientation of strategic human resource management emphasis that concentrates on building human capital and managing knowledge rather than focusing on primarily matching particular job skills to selected strategies. For example, similar to the ways those firms engage in developing corresponding means to accomplish mass customization of the

ways in which they manage individual differences within the workforce. Demands of and quickly changing competitive field require human resource managers to ensure that people truly matter. The role of HR as a knowledge facilitator must build Strategic capability, Expand its boundaries, Manage new roles.

2. The relevance of Knowledge Management in today's perspectives

Organizations in the emerging knowledge economy need to build strategic capability- the capacity to create value based knowledge management mechanism. A proper knowledge of each and every functional aspect of an organization is needed to lead it to excellence. The HR as a knowledge facilitator provides synergistic support for each other excellence

Knowledge management has become a fashionable term in organization's today. We can define knowledge management as the discipline that promotes an integrated approach of identifying, capturing, retrieving, sharing, and evaluating an enterprises information assets may include databases, documents, policies, and procedures as well as uncaptured, tacit expertise and experience resident in individual workers. Effective knowledge management is recognized as a key driver of new knowledge and new ideas, to the innovation process, to new innovation products, services and solutions. Knowledge is a high value form of information that can be used to make decisions and take action (Davenport et al, 1998). A key difference between knowledge and information or data is that it is intellectually intensive rather than IT-intensive: knowledge is produced as the result of human interpretation and analysis rather than data processing. Knowledge can be classified as either:

Explicit knowledge is the more familiar form of knowledge, and is found in databases, manuals, policies and reports. Tacit knowledge is a much higher value form of knowledge, because we always know more than we can say (Sveiby, 1997). To be able to apply explicit knowledge to

make decisions or take action, it must be made tacit. For example, you must read and understand a set of guidelines about how to market new products and services to customers in order to be able to apply the knowledge it contains. Knowledge may be declarative (descriptions of "what" things are), procedural (descriptions of "how" things are done) and causal (explanations of "why" things occur) (Zack, 1999).

Over the last decade, there has been a major shift in the world economy from the production of goods to the provision of services- this has been hailed as a transition from an industrial economy to a knowledge economy (Sveiby, 1997). Managing knowledge has therefore become a major concern in many organization, and is increasingly being seen as a source of sustainable competitive advantage (Hansen et al 1999; Nonaka and Takeuchi, 1995; Broadbent, 1997). While there are many different approaches to knowledge management, their objectives are the same: to make more effective use of "know-how" and expertise in an organization. This involves management of knowledge assets themselves as well as improving processes for creating, organizing, sharing, and using knowledge.

Sveiby (1997) defines a knowledge organization as one that provides specialist services rather than or in addition to products. Such firms sell their knowledge and expertise to solve complex problems for their customers consists of employees who are highly qualified and well trained professionals (knowledge workers).

Effective knowledge management should also increase our speed of response as direct result of better knowledge access and application. Effective knowledge management, using more systematic and collective processes, will also reduce the tendencies to repeat the same mistakes. This is again extremely costly and inefficient, Effective knowledge management can dramatically improve quality of products/ or services. Better knowing our stakeholder needs customer needs, employee needs, industry needs, has an obvious immediate effect on our relationship management so effective knowledge management greatly contribute to improved excellence ---

- (a) Reduces costs
- (b) Provide potential to expand and grow
- (c) Profitability as improve products and services

2.1. The role of HR as a Knowledge Facilitator

The role of HR as a knowledge facilitator is to create a culture of knowledge management system. There are several roles that can be played by HR as a knowledge facilitator developing knowledge management system. First and foremost thing that is required from the organization' HR to articulate the relevance and purpose of creating a culture of knowledge management with clear sense of purpose within the organization. It's really very important for the clear cut objectives and then embracing the various, tools, technologies and methods to solve problems as problem identification is must to come up to a proper conclusion. Thus effective framing of the knowledge management for

HR as a knowledge facilitator is very crucial prerequisite for organizational success.

The HR as a knowledge facilitator must also ensure an alignment among policies, and strategies. These all should be directed towards creating an environment of sharing and using knowledge with full understanding of the competition consequences.

Thus we can say that HR as a knowledge facilitator must always nourish a culture of facilitating people with right kind of information at right time.

The HR as knowledge facilitator is also responsible to create the ultimate employee experience knowledge management is far-reaching developing your own personal knowledge management competencies, to become a more knowledge effective player is the global knowledge economy, or becoming a more competitive knowledge leader, knowledge driven organization and knowledge management is applied today across the words, is all industry sectors, public and prevail organization and humanitarian institution and International charities.

HR as a "knowledge facilitator" means more than the traditional HRM view of training and development. It is an organizational role focused on learning one that helps the entire enterprise acquire new knowledge and use that knowledge to continuously adapt to knowledge facilitator; HR professionals may use many different organizational learning capabilities. For example, as a knowledge facilitator, HR professionals can play an active part in the development and management of the

information technology system of the organization, even to the extent of developing applications to accumulate, store, and disseminate what individual employees learn.

Learning organization not only develop new understanding they also have the ability to alter their behavior to conform to what they learn. Continuous change requires improvisation and often mandates a departure from initial plans. It is essential for firms to recognize that people, rather than technologies or process, are best able to sense and make judgments that put structure around the inevitable disorder that results from these forces. Therefore, the knowledge economy, more than any previous market trend, places a premium on human talents. Consequently, the management of a firm's HR, more broadly defined than ever before, will be pivotal in determining the ultimate success or failure of the organization. Our ability to better collaborate is physical and actual teams, as knowledge workers, is driving the process of new knowledge creation.

2.2. Knowledge management as a change and renewal mechanism

As organization we are learning faster, and that means that individuals are learning faster in organizations that practice knowledge management in terms of enhancing one's competence and confidence.

The knowledge economy is the next booming economy in a world of recession, more individuals, teams, organizations and inter organizational networks will be restructuring and renewing themselves with

the primary purpose of profitably trading their knowledge to add even higher values, Around the world we hear automobile companies talking for more about their critical and key knowledge areas of design, knowledge of manufacturing, knowledge of distribution, knowledge of services and support etc. as their crown jewels or master recipe. Knowledge has become the strategic asset for the 21st century and for every organization that values knowledge. It must invest in developing the best strategy for identifying, developing, and applying the knowledge assets, it needs success every organization needs to invest in creating, processes, methods, tools and technologies. This will enable them to learn, create new knowledge and apply the best knowledge must faster.

Every individual should successfully participate in rapidly growing global economy. HR as a knowledge facilitator must consider the development of their personnel, competencies as an essential life skill for the 21st century.

2.3. Knowledge Management and Information Technology

The role of HR as a knowledge facilitator is take strategic approaches to helping firms manage email, instant messenger, internet surfing, and similar uses of technology. Clearly, the Internet has a role in generating and disseminating knowledge, and monitoring email, tracking employees' but the larger question for HRM is excessive monitoring become an inappropriate invasion of privacy?

A related issue is HRM's role in helping firms manage the distancing consequences

of electronic communication. As employees increasingly rely on technology to communicate, they lose opportunities to develop the rich, multifaceted relationships that encourage the communication of tacit knowledge. Human resource management can contribute to developing social capital by sensitizing employees to the negative consequences of excessive reliance on electronic media and by creating opportunities for face-to-face contact. Davenport and Prusak (1998) report that knowledge projects are more likely to succeed when they use technology such as Lotus Notes and web based intranets and that such tools provide opportunities for organizational learning and increasing functional specialization.

2.4. Knowledge Management, job satisfaction and rewards system

Earlier research suggests that individuals in organization will share information with others if such behavior is positively linked to perceived rewards and negatively linked to penalties that are expected to result from such sharing (Thayer, 1967). The relationship between knowledge sharing and incentives was further supported by studies conducted by Quinn, Anderson and Finkelstein, (1996) and Gupta and Govindarajan, (2000).

However, experts are divided on whether rewards are effective for promoting a knowledge sharing culture in the long run,. Tissen, Andriessen and Deprez, (1998) suggest that the only reason the professionals participate in knowledge sharing activities in the intrinsic rewards that comes from the work itself. According to

McDermott and O'Dell (2001), in some cases, formal rewards may motivated by a sense of involvement and contribution. Organization should selectively recognize and reward, rather than universally discourage and punish, these types of behaviors. Clearly, not all conversation is productive and constructive. Human resource management still must play a role in discouraging gossip that undermines, rather than promotes, a learning community. Human resource management will need to adjust both its own perspective (from rule-enforcer) as well as that of managers and other who hold outdated notions of that is "real work."

2.5. The role of HR in creating talent Retention Strategy

Knowledge management is considered to be one of the best practices to avoid layoffs .Knowledge management and talent retention, while the economy downturn is a key focus for many organizations there is a very important need to attract and retain talent. Companies will have to engage their employees by recognizing their different needs and aspirations, and address these accordingly. The way to engage people is to find out what creates value for them-recognition, opportunities, for personal development opportunities for travel, work life balance or other dimensions in addition to compensation. This is very important for HR person to understand different dimensions in addition to compensation as well as different dimensions of value are relevant for different groups of employees and tailoring solutions that work for different groups is one way to keep employees engaged. Taking care of all these

issues really results in lower turnover and better on job performance. It's very important for HR as a facilitator to manage change while fostering a sense of stability among employees. These changes may be taken into consideration at a gradual pace, until the need for dramatic changes become overpowering. The current generations of managers is more receptive to the ideas of continuous change than previous generations. Earlier research suggests that individuals in organization will share information with others if such behavior is positively linked to perceived rewards and negatively linked to penalties that are expected to result from such sharing (Thayer, 1967). The relationship between knowledge sharing and incentives was further supported by studies by Quinn, Anderson, and Finkelstein, (1996) and Gupta and Govindarajan (2000).

The role of HR as a knowledge facilitator is to create a climate is an important antecedent of innovation. It implies that innovation can be achieved when the organization focuses on knowledge management initiatives in general and it's learning climate in particular. However the variables such as leadership support, networking, reward, recognition, culture, results in acquiring new knowledge and learning.

3. Conclusions ,Recommendations and suggestions

It's been observed from the above mentioned information's gathered from various sources that the role of HR as a knowledge facilitator is very wide and cannot be easily slotted into a confined

dimension and as a traditional HR function rather Hr as a facilitator role is much more broader and requires creative integration across traditional HR perspectives. It entails both rethinking old ways of managing workforce as well as using much more innovative approaches going out of the box. For becoming an effective HR facilitator, it's important to conceptualize HRM as a vehicle for creating capabilities and capitalizing on human resources to create a community of knowledge management.

It also emphasizes the correlations between knowledge management initiatives and organizational innovativeness. Organizations need to provide a climate that is conducive for learning, particularly offering the best practices for training facilities to its employees and thereby increasing their absorptive capacity. Companies should have assessment development centers to identify competency gaps /gives feedback /suggest corrective actions plans and train /counsel people on how to bridge the competency gaps. This also facilitates in the redeployment of persons from areas of redundancy to areas of need.

The nexus of 3Ps Productivity – Profitability –Pleasure. The talent being a higher performer raises productivity more significantly than a non talent or an under talent. Higher productivity leads to greater profitability that in turn transits into organizational pleasure for employers, employees, and customer's alike. The organization that retains human talent better deliver greater shareholder value, sharpen competitive advantages and sustain their social esteem.

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