

# Knowledge Management Skills and Its Impact on Job Performance of Employees Working In Selected I.T. Companies in Hyderabad



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**Abstract:** *Job performance of Employees has become an issue since there are broad mismatches between the acquired skills by Employees and the skills required by employers. There is a huge problem of demand-supply mismatch due to lack of Knowledge Management Skills and lack of Knowledge Management skills. Due to shortage of skill set the demand for recruiting the right are unable to fulfill the industry needs. Today Organizations requires well-educated, competent and talented workforce. Job seekers in IT companies have to understand the needs of the industry and gain appropriate knowledge management skills to get the employment. The present study is undertaken to know the Knowledge based factors affecting the Job performance of Employees. A sample of 146 respondents was collected from 25 IT recruiters in Hyderabad. Factor analysis was done, to know the influence of major factors on Job performance of Employees. It was found that Theoretical knowledge, Communication skills, Interpersonal skills, Social networking, Intellectual capabilities, Problem solving skills, Teamwork, Leadership skills, Planning and Organization skills, Business Skills, Adaptability, Intellectual & Learning Skills, Managing Priorities/deadlines, Technology skills and Analytical Skills are major influencing factors that influence Job performance of Employees. It is suggested that Knowledge Management (KM) has become critical in today's rapidly changing business environment so the employees must try to gain adequate knowledge Management skills through knowledge creating, sharing and retaining for better performance of job in the Organization.*

**Keywords:** *Job performance, Employees, Knowledge Management, Education, skills Hyderabad*

## I. INTRODUCTION

Management degree is one of the most professional degree programs that offer the ability to develop and shape career. Management degree enables the students to learn a number of Knowledge Management Skills as well as real knowledge of the present corporate world. post graduate degree offer theoretical and pragmatic knowledge of many real world business situations. The present study helps to know about the different Knowledge Management Skills expected by the industry. The Knowledge Management Skills include the skills which would enable a business graduate to solve complex and multidisciplinary problems in a smooth manner.

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The students will be trained in various disciplines such as Human Resource, Information Technology, Business, Finance, Law, Marketing and more. One of the most influential skills taught in the business program are communication Skills. Without effective communication, it is difficult to achieve the targets in the world of business. This professional course makes the students understand the importance of communication and its key effects. They need to communicate with your team member and clients regarding different issues of your business. Management students are trained in soft skills. The employees must update themselves from time to time with latest technologies and must learn these skills or else it may become difficult to survive in this competitive market. A Management graduate is expected to possess these vital knowledge management skills.

## II. LITERATURE REVIEW

Preeti Nair (2015) found in her study in Gujarat that there exists an Knowledge Management gap between the employers and MBA professionals, because of, some of the required skills to get employed are lacking in MBA students. T. V. Rao and etal. (2014) in his study found that the employers expect practice Orientation, Ability to work in team, Integrative thinking apart from having capability for learning as key skills. Dr M Nishad Nawaz and Dr.B.Krishna Reddy (2013) found that enhancing Knowledge Management skills in management education is the responsibility of universities and colleges in particular cognitive skills, and functional and people skills. Prof. Rajni Khosla (2011) in his study found that many Management students still face Knowledge Management crunch due to lack of skill set & attributes are prime to present business needs. This would improve Knowledge Management index of B-School graduates. Bowers and Mercalf (2008) in their study found that graduates today do not possess enough Knowledge Management skills in dealing with the challenges and uncertainties of the modern day organizations. Management students are having minimum qualifying skills but lack in a number of other key areas. Zhiwen & Van der Heijden, (2008) were of the view that employers hiring the fresh graduates are expecting a certain level of communication and presentation skills from them. In most cases, graduates have the theoretical knowledge base but lack the practical ability to use that knowledge. Yorke and Knight (2003) in their study have described Knowledge Management as a "right mix of understanding, skilful practices, efficacy beliefs and electiveness.

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2002).Lees (2002) suggested that there are fundamental gaps between Knowledge Management skills of the candidates and employer expectations.

### III. OBJECTIVES OF THE STUDY

- To study the influence of key Knowledge Management skills on the Job performance of employees working in IT Companies in Hyderabad.

#### Hypothesis Testing

Ho: There is no influence of key Knowledge Management skills on the Job performance of employees working in IT Companies.

H1: There is influence of key Knowledge Management skills on the Job performance of employees working in IT Companies.

### IV. METHODOLOGY

The study was conducted during the month of January and February 2019. Convenience sampling technique was adopted for data collection in the present study. A total of 150 self-structured questionnaires were distributed to placement executives of 25 IT recruiters in Hyderabad out of which 146 were usable. A total of 15 different variables were taken in the administered questionnaire. Each item in the questionnaire constitutes a five point scale i.e. Highly influential, Influential, Neutral, Not influential, Not at all influential and the respondents were asked to rate the items on their best possible choice. Data analysis was done by the means of SPSS Version 22.0. Reliability and validity test were made taking 9 different items by Cronbach's alpha and Bartlett Test of Sphericity. Kaiser- Meyer-Olkin test was conducted to find the adequacy of sample. In order to draw meaningful inference from the study factor analysis technique was used. Factor analysis is used for data reduction so as to identify most influential factors which have significance in the study.

### V. ANALYSIS AND INTERPRETATION

**Table 1: Descriptive Statistics of the variables of Key Knowledge Management Skills**

Sr. No	Variables	Mean	Standard deviation	Standard Error of Mean	Ratings	Rating based on mean score
1	Leadership qualities	3.12	.295	.034	15	Neutral
2	Strategic thinking	3.28	.312	.057	12	Neutral
3	Ability to work in team	3.89	.324	.065	4	Influential
4	Problem solving skills	3.76	.356	.046	7	Influential
5	Analytical skills	3.88	.317	.033	5	Influential
6	Presentation skills	3.22	.267	.062	13	Neutral

7	Commitment and focus on work	3.95	.345	.078	2	Influential
8	Adaptability to change	3.64	.310	.083	9	Influential
9	Communication skills	3.91	.387	.088	3	Influential
10	Decision Making Skills	3.54	.392	.081	10	Influential
11	Ability to perform well under pressure	3.78	.387	.083	6	Influential
12	Time management	3.97	.376	.064	1	Influential
13	Ability to leverage technology	3.65	.341	.049	8	Influential
14	General business understanding	3.36	.324	.014	11	Neutral
15	Global orientation	3.15	.319	.011	14	Neutral

From the above table, it is clear that there are top five variables that have been given high mean scores such as Time management, Commitment and focus, Communication skills, team work and analytical skills. The ratings have been that on the bases of five point likert's scale from 1 to 5. 1- Not at all influential, 2-not influential, 3-neutral, 4-influential, 5-very influential Ratings above 4.5 and below 5.0 is Highly influential, ratings above 3.5 but below 4.5 is influential, rating above 2.5 but below 3.5 is neutral, rating above 1.5 but below 2.5 is not influential, rating below 1.5 is not at all influential

#### Regression analysis:

**Table 2 Regression Model:**

Regression Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Standard error of the Estimate
1	.754 <sup>a</sup>	.678	.721	.3

**a. Predictors:** (Constant), Leadership qualities, Strategic thinking, Ability to work in team, Problem solving skills, Analytical skills, Presentation skills, Commitment and focus, Adaptability to change, Communication skills, Decision Making Skills, Ability to perform well under pressure, Time management, Ability to leverage technology, General business understanding, Global orientation.

The results of the multiple regression models indicate that the influencing factors explain the variance in Job performance of employees. The Value of R<sup>2</sup> (R square) is an acceptable value for explaining variability in job performance of employees. The adjusted R-square in the Table no 2 shows that the dependent variable (Job performance of employees) is affected by 72.1 % by the independent variables,

Knowledge Management skills- Leadership qualities, Strategic thinking, Ability to work in team, Problem solving skills, Analytical skills, Presentation skills, Commitment and focus, Adaptability to change, Communication skills, Decision Making Skills, Ability to perform well under pressure, Time management, Ability to leverage technology, General business understanding and Global orientation. This shows that all the independent variables are factors influencing the job performance of employees.

**Table 3 below reveals that the overall model was also significant, tested with the help of ANOVA.**

Model		Sum of	Df	Mean Square	F	Sig.
1	Regression	50.321	45	15.449	162.634	.000 <sup>b</sup>
	Residual	25.314	10	.103		
	Total	68.743	145			

a. Dependent Variable: Job performance of employees

b. Predictors: (Constant), Leadership qualities, Strategic thinking, Ability to work in team, Problem solving skills, Analytical skills, Presentation skills, Commitment and focus, Adaptability to change, Communication skills, Decision Making Skills, Ability to perform well under pressure, Time management, Ability to leverage technology, General business understanding and Global orientation.

From Table, it is observed that the multiple linear regression is significant  $F(45, 100) = 162.634$ ,  $p\text{-value} < .0000$ . This means that at least one of the independent variables (Knowledge Management skills) is a significant predictor of Job performance of employees.

**Factor Analysis**

The Influence of factors on Knowledge Management skills was calculated and explored based on the responses. In this study, it is measured in fifteen response items on the questionnaire. The Bartlett’s Test of Sphericity gives a higher Chi-square value of 1645.812, indicating that the sample included in the study is statistically found to be adequate ( $p < 0.001$ ). Bartlett’s test of sphericity is significant, thus, the hypothesis that the inter-correlation matrix involving these fifteen variables is an identity matrix is rejected. Thus, from the perspective of Bartlett's test, factor analysis is feasible. As Bartlett's test is almost always significant, a more discriminating index of factor analyzability is the KMO. For the Influence of factors on Knowledge Management of IT employees, it is .763, so the KMO also supports factor analysis.

**Table 4: KMO and Bartlett's Test for Influence of Knowledge Management skills on job performance of employees**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.763
Bartlett's Test of Sphericity	Approx. Chi-Square	1645.812
	Df	54
	Sig.	.000

The below table below presents the Communalities for Influence of Influence of factors on Knowledge Management of IT employees

**Table 5: Communalities for Influence of key Knowledge Management skills on the job performance of employees**

Communalities	Initial	Extraction
Leadership qualities	1.000	.682
Strategic thinking	1.000	.691
Ability to work in team	1.000	.722
Problem solving skills	1.000	.695
Analytical skills	1.000	.768
Presentation skills	1.000	.627
Commitment and focus	1.000	.788
Adaptability to change	1.000	.732
Communication skills	1.000	.743
Decision Making Skills	1.000	.643
Ability to perform well under pressure	1.000	.721
Time management	1.000	.791
Ability to leverage technology	1.000	.746
General business understanding	1.000	.718
Global orientation	1.000	.711

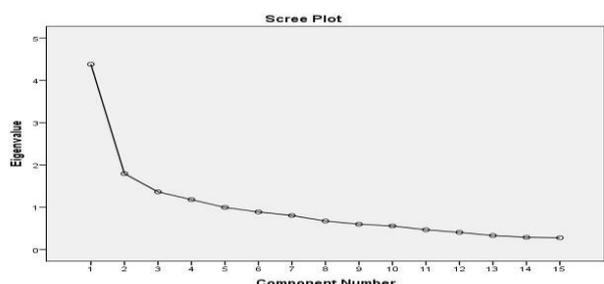
Table below shows the total variance explained. The extracted constructs explains the opinion of the HR managers and executives towards influence of Knowledge Management skills to the extent of 64.718 per cent. Factor analysis of fifteen variables relating to the Influence of factors on job performance of employees is extracted into three Constructs and the results are presented in Table below.

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**Table 6: Total Variance Explained for Influence of key Knowledge Management skills on the job performance of employees.**

Component	Initial Eigen values			Extraction Sum of Squared Loadings			Rotation Sum of Squared Loadings		
		% of	Cumul		% of	Cumul		% of	Cumula
	Total	Variance	ative %	Total	Variance	ative %	Total	Variance	ative %
1	4.348	28.985	29.985	4.338	28.985	29.985	4.148	27.650	27.650
2	3.587	23.913	53.898	1.597	23.913	53.898	3.899	25.993	53.643
3	1.623	10.82	64.718	1.623	10.82	64.718	1.661	11.075	64.718
4	0.982	6.546	71.264						
5	0.758	5.052	76.316						
6	0.714	4.77	81.086						
7	0.653	4.353	85.439						
8	0.546	3.64	89.079						
9	0.447	2.97	92.049						
10	0.356	2.374	94.423						
11	0.295	1.1437	143.390						
12	0.251	1.674	97.064						
13	0.167	1.114	98.178						
14	0.142	0.948	99.126						
15	0.131	0.874	100.00						

Table reports the rotated component matrix with item/factor correlations for this four factor analysis solution. A total of 15 items, forming three components (Factors) were thereby identified, each item had a minimum item/factor loading of 0.5, which was deemed to be adequate. The scree plot representing the total variance explained based on the variance in the Eigen values of the fifteen components using principal component analysis is show in figure 1



**Figure 1: Scree Plot of Influence of key Knowledge Management skills on the job performance of employees**

The below table presents the total variance explained after varimax rotation.

**Table 7: Rotated Component Matrix for Influence of key Knowledge Management skills on the job performance of employees**

	1	2	3
Time management	.782		
Communication skills	.766		
Ability to work in team	.757		
Commitment and focus on work	.748		
Analytical skills	.737		
Ability to perform well under pressure	.721		
Adaptability to change		.762	
Ability to leverage technology		.751	
Decision making skills		.693	
Presentation skills		.672	
Leadership qualities		.654	
Problem solving skills			.711

Strategic thinking			.663
General Business understanding			.620
Global orientation			.614

Table reports the rotated component matrix with item/factor correlations for this three-factor analysis solution. A total of 15 items, forming three components (factors), were thereby identified. Each item had a minimum item/factor loading of 0.5, which was deemed to be adequate.

**Table 8: Exploratory factor analysis for Influence of key Knowledge Management skills on the job performance of employees**

Variables	Factor Loading
<b>Factor 1</b>	
Time management	.782
Communication skills	.766
Ability to work in team	.757
Commitment and focus on work	.748
Analytical skills	.737
Ability to perform well under pressure	.721
<b>% of Variance</b>	<b>27.650</b>
<b>Factor 2</b>	
Adaptability to change	.762
Ability to leverage technology	.751
Decision making skills	.693
Presentation skills	.672
Leadership qualities	.654
<b>% of Variance</b>	<b>25.993</b>
<b>Factor 3</b>	
Problem solving skills	.711
Strategic thinking	.663
General Business understanding	.620
Global orientation	.614
<b>% of Variance</b>	<b>11.075</b>

**VI. RESULTS AND DISCUSSION**

The results of the descriptive statistics depict five variables that have higher mean values showing their influence on the job performance of employees such as Time management,

commitment and focus, communication skills, team management and analytical skills

The results of the regression ANOVA showed that the independent variables as a whole have significant relationship with job performance of employees.

The results of the factor analysis yielded three-factors. The above three factors relating to Knowledge Management skills were mainly extracted for Influence of factors on job performance of employees component accounting for a total variance of 64.718% of all items. Factor 1 has six variables. They are Time management, Communication skills, Ability to work in team, Commitment and focus on work, Analytical skills and Ability to perform well under pressure which showed 27.650% of the variance.

Factor 2 has five variables they are Adaptability to change, General Business understanding, Ability to leverage technology, Presentation skills, Leadership which exhibited 25.993% of variance. Factor 3 has four variables. They are that Problem solving skills, Strategic thinking, Decision making skills, Global orientation explains 11.075% of variance.

**VII. CONCLUSION:**

The present study was undertaken to know the influence of key skills that are required by the employers for providing job to Management graduates in Hyderabad. The Feedback of 146 HR Managers and executives working in selected IT recruitment companies was collected and it was found that Leadership, Strategic thinking, Ability to work in team, Problem solving skills and Analytical skills, Presentation skills Commitment and focus, Adaptability to change, Communication skills, Decision Making Skills, Ability to perform well under pressure Time management, Ability to leverage technology have the influence on job performance. The companies must identify the candidates possessing these knowledge management skills for better job performance and growth in the organization.

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Dr. Ravi Aluvala is currently working as Associate Professor in the Department of Management Studies of Mahatma Gandhi University, Nalgonda. He is also the **Director**, Academic Audit Cell, MGU as well as **Chairperson**, Board of Studies of the Department of Management Studies in Mahatma Gandhi University. He also worked as **Principal** for University college of Commerce and Business

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He obtained his MBA and Ph.D. degree from Osmania University, Hyderabad and has an overall vast experience of 25 years in which 15 years of teaching and 10 years of Industry experience. He is also working as Research Supervisor in guiding the research scholars to obtain their Ph.D. degree. Under his supervision two research scholars has been successfully completed Ph.D. degree.

He has published more than 50 papers in National and International Journals/Books. He has published 6 edited books and presented more than 30 papers in National and International conferences/seminars.

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