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An Empirical Study on Knowledge Sharing Practices of it Sector Managers in Telengana Region

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Abstract---An online questionnaire was used to collect data from 203 information technology managers in the Telagana region about their knowledge-sharing procedures and their organization's overall success. Model validation and hypothesis evaluation relied on data analysis via structural equation modelling. According to the data, there appears to be a strong connection between the model structures. Because of this, we have gotten a better understanding of the elements that impact knowledge exchange in the information technology sector. A beneficial influence on an organization's performance in terms of cost savings, revenue growth, and other intangible benefits can be deduced from these researches. Using the conclusions of this study, the IT industry can benefit from better information-sharing practises. To help practitioners improve their knowledge-sharing procedures within their own businesses, this study provides critical information. Web 2.0 and other knowledge-sharing technologies, for example, should be prioritised by management in their IT infrastructure to allow both tacit and explicit information interchange. According to the findings, businesses can pass expert knowledge to younger generations of employees via knowledge-sharing events. That means organisations in the information technology field can benefit from this approach by better retaining employee expertise and reducing employee departures.

Keywords---Knowledge sharing practices, individual factors, organizational factors, technological factors.

Introduction

The country's GDP is being bolstered by the steady growth of the information technology sector. The majority of a company's revenue comes from human capital, which is the industry's backbone. Knowledge is the mainly significant factor in formative the value of a project like this. For organisations to survive, they must develop a culture of information sharing, as there is always a risk of losing and forgetting obtained knowledge. Knowledge management is equally as critical to an organization's existence and success as other assets and resources. When employees are unable to quickly find the information they need, it has a negative impact on the bottom line of your business. As a result, the channel for knowledge sharing must be shared rather than simply saved or documented.

The only way for an organisation to expand and sustain itself is through the exchange of knowledge among its employees, therefore knowledge sharing is essential if an organisation wants to remain competitive in its industry. A key component of knowledge management is the exchange of knowledge.

Knowledge can be classified in a variety of ways. Declarative knowledge and procedural knowledge are two examples of knowledge classifications. Knowledge that is "declarative" is concerned with facts, while knowledge that is "procedural" is concerned with how an activity is carried out in the first place.

Since all knowledge is derived from human minds, it is inherently complex. There are so many variables at play when it comes to human behaviour, so it must be. The ability to adapt to a variety of situations is due to the complexity of the system. It's like a process in programming, which can solve a specific problem using parameters, but knowledge has different responses based on the context. It is not the same as knowledge transfer or knowledge exchange to say that you are sharing your knowledge. While the terms "knowledge exchange" and "knowledge sharing" are often used interchangeably, the terms refer to the sharing of information and the learning of new information. To describe the movement of knowledge between units, departments, and organisations, one term is used: knowledge transfer. While not technically a kind of communication, the dissemination of information is closely linked to that of knowledge. Knowledge, in the strictest sense, cannot be shared, because it relies on a cognitive subject, unlike objects, which can be freely distributed. Rebuilding one's behaviour is essential to learning from others. Because it makes use of existing knowledge, it allows for the transfer of new information. Both parties are presumed to have some knowledge, and they are expected to share that information with one another.

Job-related knowledge, or job knowledge, refers to the information that people have about the work they do. It is via the exchange of work-related information that information is transformed into organisational knowledge (Huysman & De Wit, 2001). Individual knowledge is more likely to be retained inside an organisation if it has been turned into organisational knowledge. In order to ensure that the company can continue to profit from the knowledge, knowledge retention is essential. "Reinvent the wheel" can also be prevented by using this method. When a method or piece of knowledge that has been broadly accepted or

applied in one part of an organisation is replicated in another area, this occurrence is known as "replication." It is not only a waste of time, but also meaningless and does not add any value to the products or services offered by the company. There has been a lot of work done in most firms to encourage people to share their work-related expertise. The creation of manuals and standard operating procedures (SOPs) was one method used to ensure that all steps necessary to complete a task were documented. Anyone who needs to perform a specific task will be able to complete the task successfully by following the operating procedures, even if they have never before performed the task. It goes without saying that putting together operational procedures is time consuming and necessitates a significant amount of extra work on the part of the staff.

KS's ultimate purpose is to deliver relevant information when it's needed. So the system must let us quickly access relevant information and knowledge to help us make decisions and solve problems. Thus the tacit Individuals' knowledge is based on their abilities, experiences, and values. Individuals are frequently the most difficult to document because they fear their knowledge is extensible or their knowledge on a particular subject is what sets them apart. Another major issue for KS is when staff depart. their job, they know what they know. If they share secret knowledge it guarantees that vital staff knowledge survives the employees leave.

Most agree that our comprehension of how people transfer knowledge inside an organisation is lacking. The role of the mediating elements is likewise unclear. From an early focus on the function of technology in information sharing, the research gradually shifted to the social interactions in which knowledge is shared. Interest in detecting impediments and promoting information transfer inside an organisation has developed during the previous decade.

An important aspect in organisational competitiveness is the ability of firms and their employees to share knowledge, particularly organisational knowledge, with each other. People and organisations can grow their knowledge base through exchanging information. Having the ability to debate and reflect about specific subjects can stimulate new research.

According to Quigley et al., in today's knowledge-based economy, it is becoming increasingly important to share knowledge across the organisation (2007). Silvi and Cuganesan (2006) found that the piece of both public along with private sector organizations is significantly influenced by employee knowledge sharing. According to Felin and Hesterly, organisations seeking a competitive advantage must increasingly rely on knowledge exchange (2007). For two reasons, knowledge sharing within an organisation is hard. To begin with, it is difficult to convey knowledge that is only known to the speaker. According to Lin et al., knowledge sharing is often voluntary (2008). If individuals are aggravated to share their knowledge with their coworkers, organisations will be able to better manage their knowledge resources. Knowing the characteristics that motivate employees to exchange information within and between agencies is critical to fostering knowledge sharing among public workers. Research has been done on the aspects that may influence knowledge sharing in the workplace as a result. However, as suggested by Hara and Hew (2007; Li et al. 2010; Land et al. 2009), as well as the majority of follow a line of investigation on knowledge sharing has been carried

out in private sector companies or between students (e.g. Kwok and Gao, 2005). For instance, Sandhu et al. (2011) concentrate on public sector information exchange.

Review of literature

According to Ajmal, Helo, and Kekäle, management should provide enough incentives for employees to participate in Knowledge Management activities (2010). A well-functioning management system should be implemented. Knowledge Management aims and procedures necessitate a cohesive team effort, fostering an atmosphere of mutual respect and assistance

CoP members' views toward information sharing were analysed by Jeon, Kim, and Koh (2011). People's attitudes and intentions toward sharing information are influenced by a variety of individual, social, and organisational factors. While formal CoPs have a more direct impact on information sharing, the study found intrinsic motivation to be the most significant factor when it comes to spontaneous knowledge sharing. According to the research, employees' contributions to company knowledge should be recognised through the awarding of incentives. Positive support for members' talents and standards of knowledge exchange is essential in order to encourage intentions for information exchange.

By creating a link among knowledge characteristics, knowledge barriers, knowledge governance systems as well as inter-organizational knowledge transfer, Fang, Yang, and Hsu (2013) created effective inter-organizational knowledge transfers.

Del Giudice et al., 2015, all recognised the need of information sharing technologies in the private transportation industry. The study examined how the dissemination of knowledge technology affects consumer relationship management and what factors drive the growth of knowledge-sharing technologies among communities of practise.

Know-how sharing is a term used to describe the act of passing on information amongst members of an organisation so that it can be used for decision-making (Okah et al., 2011). There needs to be a social culture in which people from different parts of the company may share their information, experiences, and abilities with one another (Lin, 2007b). This type of setting encourages collaboration and participation in the collection in addition to storage of information as well as experience (Martinez-Conesa et al., 2017).

Organizational Blocks to Knowledge Sharing In businesses, barriers are a stumbling block to the flow of information between employees. Many organisations have failed to adequately implement KS practises because of potential KS hurdles. For KS, a major roadblock in the workplace is a lack of trust. KS is hampered by the influence of the organization's culture, a lack of effective leadership, and a lack of adequate rewards (Zawawi et al., 2011). It's difficult to effectively share resources when there isn't open communication, disparities in status, a lack of management direction, a lack of formal and informal mechanisms and spaces to facilitate sharing, the absence of initiatives to promote sharing, a lack of resources to share, a lack of a suitable location to

share KS, and the unwillingness to share knowledge among highly skilled and experienced employees (Riege, 2005). KS is hampered by a lack of resources, including qualified workers, financial resources, and information and communication technologies. Many factors contribute to the reluctance of employees in organisations to openly share their knowledge, including a lack of time and effort, a lack of motivation and credibility, the worry that sharing one's knowledge will jeopardise one's job, low ratings from the receiving unit, educational differences, and a lack of social connections.

There are three essential areas that managers must focus on once it comes to information sharing in knowledge management: interpersonal, organisational and technical (Edwards, 2011). The difficulty of information giving out is exacerbated by the difficulties of controlling these three elements, which may interfere with or impact the process. An organization's essential knowledge sources are its people, whose ideas, experiences, and beliefs (explicit and tacit) must be communicated. People need policies and processes in order to share information in an organisation. Information technology's growing influence in the workplace has a significant effect on how knowledge is shared. Entrepreneurs who have efficient technical processes in place can better utilise their intellectual capital. These attributes must be studied individually and then compared to each other in order to regulate information sharing for the purpose of enhancing organisational performance.

Individual factors

Interpersonal trust, reciprocity, and personal incentive all have an effect on people's willingness to share their expertise and experience (Ajzen, 1991; Seba et al., 2012; Holste 2010). According to Ajzen's (1991) theory of planned behaviour, individuals who possess the aforementioned characteristics are further expected to appoint in information sharing.

Concept of planned behaviour is widely used to establish whether or not a person plans to engage in information sharing activities. People's willingness to share their information is influenced by a variety of things, including their own beliefs, their own personal standards of behaviour, and their own sense of agency. People's motives for sharing information with others can be better understood if researchers continue to study and investigate other variables, according to Lin (2007a). We've added a new variable (enjoyment) to our current model to explore how people feel about sharing information in order to assess their intention to do so. As a result, the satisfaction of information sharing was included in a widespread list of factors that control the desire to share information.

Sharing information is influenced by a person's desire to help others learn and grow (Paulin and Suneson, 2012). Many studies show that employees are reluctant to share their expertise amid their coworkers (Barner-Rasmussen, 2011). A better understanding of why people share their knowledge and how firms may cultivate a culture of sharing is needed. It has been demonstrated that information sharing practises are strongly influenced by personal gains, normative concerns, and communal concerns (Amayah) (2013).

Organizational factors

In sort to encourage employees to distribute information, the backing of higher management is essential (Chen and Cheng, 2012). When discussing information sharing, management prop up refers to the assistance provided by higher in addition to middle management to promote information-sharing behaviours and practises all the way through the organisation. Management assistance can be described as the means by which managers encourage and facilitate knowledge sharing among their employees.

Information sharing is also influenced by an organization's culture. Our definition of "organisational culture" includes the "combination of an organization's symbolic representations and language" and its beliefs, rituals and mythologies. The study by Lee et al., 2016, employees' perceptions of information sharing is influenced by the culture of the organisation, which can help or hinder knowledge sharing activities. Organizational cultures come in a wide variety of forms (Abili et al., 2011), but this study focuses on the kind that encourages information exchange and integrates it into day-to-day activities (Han et al., 2011). (2016).

Technology factors

Groups of populace who share a universal interest in a cooperative endeavour are known as CoPs (Wenger and Snyder, 2000). According to Aljuwaiber et al. (2016), knowledge exchange in organisations can be improved by the use of CoPs. Contextualized Play is a term used to describe virtual encounters that can be recreated. An substitute to face-to-face contacts may be the use of virtual/online CoPs, which can help to solve the issue of employees working in various places. Virtual/online CoPs increase workplace communication and knowledge exchange by instilling trust in individuals (Panahi et al., 2013). However, if users fail to keep these sites up-to-date, the value and knowledge of Virtual/Online Codes of Conduct will be rendered meaningless (Hidayanto et al).

Research GAP

Currently, scientists are looking at the elements that influence the spread of knowledge and how it is spread. According to the findings, the absence of IT-related research is linked to the industry's lack of well-established channels for exchanging information as matched to other industries (e.g. the academic and health sectors). As a result, Telangana's IT managers need to be educated about the benefits of information sharing initiatives.

Research Methodology

A conceptual framework based on previous studies into knowledge sharing was built in order to study the relationships that have an impact on IT industry practises of information sharing. Ultimately, researchers seek to gain a enhanced indulgent of how people, processes, and technology interact to influence the way information is shared and the benefits that may be gained from it.

Hypotheses

The hypotheses were developed based on the previous literature. The study model considers three dimensions viz., individual factors, organizational factors and technological factors.

H1 : Individual factors have an influence on knowledge sharing practices.

H2 : Organisational factors have an influence on knowledge sharing practices

H3 : Technological factors have an influence on knowledge sharing practices.

Results and Discussions

TABLE 1 :

Demographic Characteristics	Frequency		(%)
Gender			
Female	38		18.7
Male	165		81.3
Age			
18-24	8		3.9
25-34	127		62.6
35-44	52		25.6
45-54	14		6.9
55-64	2		1
Job title			
Junior Staff	79		38.9
Senior Staff	114		56.2
Manager	9		4.4
Senior Manager	1		0.5
Qualification			
Degree	130		64
Diploma	5		2.5
Post graduate	68		33.5

<i>Years of Experience</i>			
1-3	42		20.7
4-6	38		18.7
7-10	66		32.5
11-15	40		19.7
16-20	13		6.4
Above 20	4		2
<i>Job Function</i>			
Non-technical	46		22.7
Technical	157		77.3
Total		203	

Measurement model assessment

Latent variable measurement scales and their associated indicators have been tested and proven to be accurate. As stated by Hair et al. (2010), a defective measuring paradigm invalidates structural studies. A model fit test was carried out using the Chi-Square 2/df, the CFI, the NFI, the GFI, the IFI, the RMR, and the RMSEA. The RMR was 0.04, the RMSEA was 0.06, and the CFI was 0.883 based on the measurement model. NFI was 0.787. The IFI index was 0.888. It has a GFI of 0.764. In general, measurement model fit indices show that the model is well-fitted.

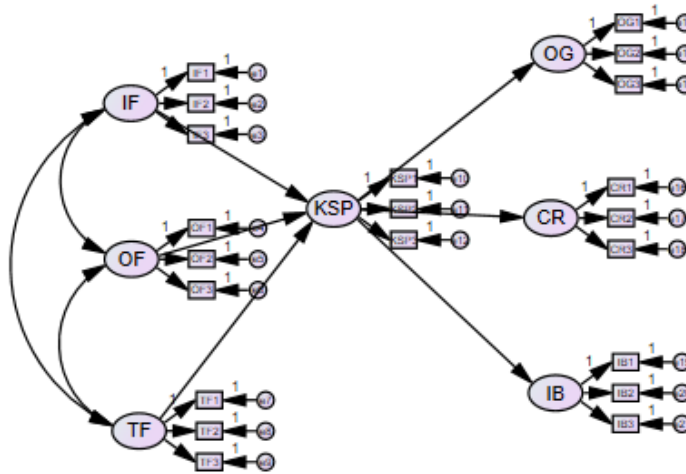
Measurement model

Figure 1 : MEASUREMENT MODEL

TABLE 2 : Goodness of fit indices

Fit Index	Bench Range	Measurement Model
χ^2/df	<3; <5	1.903
CFI NFI	≤ 0.90 ; ≤ 0.80	0.883
IFI GFI	≤ 0.90 ; ≤ 0.80	0.787
RMSEA	≤ 0.90	0.885
RMR	0.060 to 0.08	0.067

TABLE 3 : HYPOTHESES TESTING RESULTS

No.	Hypothesized Path	Standardized	Outcome
H1	Individual factors have an influence on knowledge sharing practices.	0.623	Supported
H2	Organisational factors have an influence on knowledge sharing practices	0.323	Supported
H3	Technological factors have an influence on knowledge sharing practices.	0.253	Supported

Path model



FIGURE 2 : PATH MODEL

Discussion:

The realm of information technology is fraught with ambiguity and complexity. Complications develop as a result of a multitude of causes, including the expansion of national and international legislation and the breakneck pace of technological advancement. Due to the high rate of personnel leavers and retirements, there is a knowledge gap among IT managers. The goal of this project is to determine methods for increasing and capturing information using knowledge exchange strategies. This research explored a variety of factors, including those relating to individuals, organisations, and technology. Intangible benefits, organisational growth, and cost savings are all possible outcomes of knowledge sharing strategies.

When individuals are secure in their abilities, they are more receptive to sharing their knowledge with coworkers. According to studies, the desire to share information with others fuels the inclination to do so. Additionally, the subjective norms of the community's members may make it impossible for someone to provide knowledge. Sharing expertise with colleagues, for example, improves the likelihood that employees will do so. According to Hau et al., subjective norms, a person's sense of well-being, and belief in one's own competence to participate in knowledge exchange are all associated with an individual's readiness to share information. We are on the same page, based on these facts.

Establishing a culture of trust encourages employees to share their knowledge freely. Our findings indicate that employees place a higher premium on coworkers who appear to be trustworthy and capable. Individuals prefer to impart their knowledge to coworkers they respect and who, in turn, value their knowledge. According to these studies, developing trust among employees has a beneficial influence on the flow of information throughout the organisation. According to a recent study conducted by Amayah, trust among employees has a good effect on information sharing (2013).

Organizational learning also benefits from information sharing, and the gap between individual and organisational knowledge develops if it is not practised . To facilitate organisational learning, individuals must share their expertise with their coworkers, and this can only happen when everyone in the organisation has access to that knowledge. It has been demonstrated that individuals are more willing to provide personal information when the relationship is mutually beneficial. Coworkers who benefit from one another are more willing to converse

and exchange information. Individuals are more eager to share knowledge when they are in a reciprocal giving-and-receiving relationship. Hau et al. (2013) established that reciprocity has a major effect on knowledge sharing among an organization's employees.

Conclusion

Employee turnover, both voluntary and involuntary, has long been a source of concern for the IT industry. To aid managers in saving money and growing their businesses, this study will identify the most critical factors influencing information-sharing practises. For an open culture to thrive, it is necessary for people, organisations, and technology to collaborate.

Numerous human factors have an effect on information sharing, including the want to share, the willingness to reciprocate, a sense of belonging, and a sense of security. According to the research, these associations are statistically significant. By integrating these four components, the effectiveness of information exchange initiatives is significantly increased. Four organisational elements also have an effect on knowledge exchange between IT managers. Top executives' backing and attractive pay scales, as well as a cooperative corporate culture that fosters knowledge exchange, are just a few of the important reasons. On the other hand, Web 2.0 and knowledge-sharing platforms have had a big impact on how businesses share information. In Web 2.0, unlike the majority of existing knowledge-sharing platforms, tacit information can be exchanged via a social network. When it comes to the real and intangible benefits of the information technology business, information exchange strategies have a significant positive impact. Thus, we were able to demonstrate how information-sharing strategies might help organisations enhance their overall performance.

There are, of course, a number of elements that can influence employees' willingness to share their knowledge. In order to stimulate information sharing, management authorities must devise and implement management strategies and practises. Managerial strategies and practises are critical since all activities made by the managers affect employee behaviour, especially when such actions are directly intended at the employees. A company's workforce and the knowledge, skills, and abilities (KSA) that they possess are sources of competitive advantage. It's tough to replicate, not simply portable, and not easily duplicated the resources that make up an organization's workforce (Barney, 1991). Employing methods such as human resource management practises, which promote positive behaviour among employees and the exchange of information with their coworkers, can help firms build their internal assets on this foundation. The focus is on human resource management methods since firms must be able to create pleasant working conditions in order to develop positive behaviours from their personnel.

The purpose of this study was to examine the role of information technology managers. Because respondents were chosen based on their industry, they come from a diverse spectrum of origins and cultures. Cultural differences may have influenced the participants' replies in ways that this study did not investigate. This may pose a challenge for our investigation. The authors have developed a

conceptual framework for commercial information sharing practises. Therefore, why is it so difficult to communicate knowledge? Clearly, numerous factors are at work here. One of our study's weaknesses may be that we neglected these facets.

Regardless of these concerns, greater research is required. The capacity of individuals and organisations to communicate across cultures may be investigated in a future research study. Cultural characteristics may act as mediators or moderators in a number of the interactions under examination. The OG industry's failure to adopt knowledge-sharing practises may also be worth investigating. There may be important insights to be gained from a company's failed attempts at knowledge sharing implementation.

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