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A Study Report on Motivational Challenges Experienced in Scientific and Project Oriented Organisations with respect to Knowledge Management

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ABSTRACT:

In the present scenario Knowledge Management KM plays a vital role to enhance growth of an organization and to bring out innovation so that they keep ahead in their area.KM methods are oriented with respect to technology, organizational, people related aspects. The study report dwells on the motivational related issues and challenges experienced in different structured organisations having different objectives. Different motivational types have to be adapted depending upon the types of knowledge. The study report analyses the situation and brings out a possible way out.

Keywords: *knowledge management, explicit, tacit, extrinsic, intrinsic, motivation, organizational, reward, recognisation.*

1. INTRODUCTION:

Knowledge management efforts typically focus on organisational objectives such as improved performance, competitive advantage, innovation, the sharing of lessons learned, integration and continuous improvement of the organization. Knowledge management prevents staff from constantly reinventing the wheel, provides a baseline for progress measurement, reduces the burden on expert attrition, makes visual thinking tangible, and manages effectively large volumes of information to help employees serve their clients better and faster. In technological related issues, organization's knowledge and cultural behavior, employees socio psychological factors play vital role in the Knowledge management.

One of the biggest challenges behind knowledge management is the dissemination of knowledge. People with the highest knowledge have the potential for high levels of value creation. But this knowledge can only create value if it's placed in the hands of those who must execute on it. Knowledge is usually difficult to access. "The only irreplaceable capital an organization possesses is the knowledge and ability of its people. The productivity of that capital depends on how effectively people share their competence with those who can use it". An organization cannot be viable in the long run unless its individuals are active in creating, sharing, and applying their task relevant knowledge.

The study report discusses about the motivational challenges experienced at varied nature of organisations like scientific research oriented, technology linked with project centered,

production linked and service oriented institutions with respect to knowledge management area.

Various Knowledge Management (KM) model devised for different type of organizations converge on mainly three common issues namely. Technology centric, Organisation oriented, and People centric. The study proposed here is about the people related KM related issues to enhance the growth, productivity and innovation of the organisations.

2. KNOWLEDGE MANAGEMENT STRATEGIES:

Based on the literature the definition of different types of KM categorizing tacit knowledge and explicit knowledge. Tacit knowledge represents internalized knowledge that an individual may not be consciously aware of, such as how he or she accomplishes particular tasks. At the opposite end of the spectrum, explicit knowledge represents knowledge that the individual holds consciously in mental focus, in a form that can easily be communicated to others. Early research suggested that a successful KM effort needs to convert internalized tacit knowledge into explicit knowledge to share it, and the same effort must permit individuals to internalize and make personally meaningful.

A second proposed framework for categorizing the dimensions of knowledge distinguishes between embedded knowledge of a system outside of a human individual (e.g., an information system may have knowledge embedded into its design) and embodied knowledge representing a learned capability of a human body's nervous and endocrine systems. One strategy to KM involves actively managing knowledge, individuals strive to explicitly encode their knowledge into a shared knowledge repository, such as a database. This is commonly known as the Codification approach to KM

Another strategy to KM involves individuals making knowledge requests of experts associated with a particular subject .In such an instance, expert individual(s) can provide their insights to the particular person or people needing this (Snowden 2002).This is commonly known as the Personalisation approach to KM. Codification focuses on collecting and storing codified knowledge in previously designed electronic databases to make it accessible to the organisation. Codification can therefore refer to both tacit and explicit knowledge. In contrast, the personalization strategy aims at encouraging individuals to share their knowledge. Some more. knowledge management strategies and instruments for an organisations include, Rewards ,Storytelling Cross-project learning, Knowledge mapping Communities of practice, Expert directories etc.

3. METHODS OF MOTIVATION:

Motivation can be viewed as intrinsic or extrinsic. In simple terms, the former is a desire to do something because one finds it interesting, whereas the latter is a desire to do something because of some anticipated rewards not related to the activity based on the literature survey, the type of worker motivation, whether extrinsic or intrinsic, is determined by its source. If a person is not motivated by a task in itself, but by other objectives related to the task, then the motivation is extrinsic. An employee may be motivated by monetary benefits -the reward mechanism for the successful completion of tasks assigned. Or, on the other hand, an

employee may be motivated intrinsically by the idea of helping colleagues by sharing the gained experience. The difference between extrinsically and intrinsically motivated employees was explored in literature study, the relationship between work motivation and self determination theory (SDT). In SDT, states of motivation are viewed as a continuum ranging from a motivation (no motivation) to intrinsic motivation

The majority of the literature, on managing technical professionals, suggests that individuals cannot be motivated to create; instead, they can only be encouraged and enabled through the development of the environment in which they work (Kochanski et al., 2003).Engineers are motivated by more challenging assignments, while scientists are motivated by greater freedom. Both are motivated when managers provide them with increased resources to do their job .Curiosity, which often leads to creativity and learning, is clearly linked to it.

An important relationship exists between types of knowledge and the motivation to share it. First, it has been shown that scientific, creative, innovative, entrepreneurial or artistic services are more efficiently performed by intrinsically motivated individuals (Frey). Intrinsically motivated employees are often the ones which will actively search for information, approach situations in a novel ways, and be able to solve more complex problems. Morello and Caldwell's (2001) model therefore suggests that intrinsic motivation is beneficial for task requiring tacit knowledge. Fig 1 illustrates the interdependence between intrinsic motivation and tacit knowledge.

Fig 1 : Intrinsic Motivation And Tacit Knowledge- Morello and Caldwell's model

4. MOTIVATIONAL CHALLENGES FACED IN S&T ORGANISATIONS:

Peters and Waterman point out those successful companies make it an organisational goal to repeatedly recognise employee contributions. Research by Deci and associates indicates that rewards undermine intrinsic motivation, especially if those rewards are linked to specific tasks. This is particularly interesting because many organisations tend to use reward systems based on task or project performance.

Organisations, are varied in nature of activities with respect to the field like (a) scientific research oriented, (b)technology linked with project centered, (c)production linked (d) service

cultured institutions. A generalized motivational theory cannot be standardized as a single model, since it depends upon the organizational goal, people behavior and perspectives. The table below gives classification about the motivation theory for different organizations.

Sl no	Type of Org	Perspectives	Motivation catagory
1	Research & Development	Exploration, Invention & Innovation	Intrinsic type-self-satisfaction, Recognition.
2	Technology Development & Project linked	Establish Tech, Task & milestone achievement	Both Intrinsic & Extrinsic type- Reward & Recognition.
3	Production linked	Target achievement	Extrinsic type- Reward, Incentives
4	Service support nature	Meet customer demand	Extrinsic type-Reward Incentives

Morello and Caldwell (2001) offer a model that may guide managers in defining categories of workers, the knowledge they need and their motivation. Fig 2. Presents a modified version of their model based on motivation theories.

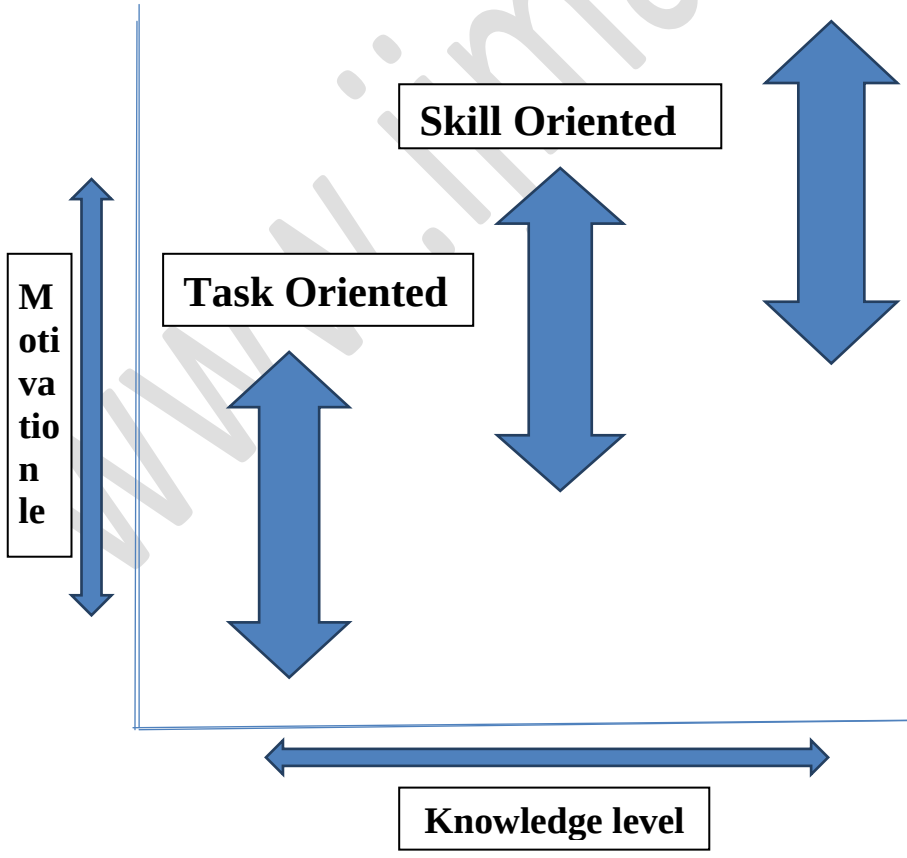

Fig2 : Adaptation of Morello And Caldwell's Model To Motivation Theory

Cognitive evaluation theory suggests that intrinsic motivation is influenced by feelings of autonomy and competency. Thomas suggests two more factors, the feeling of progression and accomplishment .The intrinsic rewards that can be used to increase these factors and the implications for KM project management. A task will induce feelings of accomplishment when it is easy to concentrate on, and meets the worker's values and passions. Feelings of autonomy are nourished when people perceive that their opinions are taken into account or that they are responsible for decisions that may have an impact on project success. In these conditions, an autonomous and responsible employee will feel pride in contributing to meeting project objectives. One approach to increase feelings of autonomy is to delegate authority, avoid micromanagement. Managers can set a proper environment to stimulate employee competency by providing all necessary information and training for optimal participation. Effective management will therefore involve avoiding negative comments, encouraging learning, and recognizing individual contributions. Apart from the intrinsic rewards employees receive, their motivation will also be affected by feelings of progression, i.e. the perception that their efforts lead to positive results.

5. PROPOSED SUGGESTION AND CONCLUSION:

KM projects are often risky and complex nature, and considering participant motivation may be one of the deciding factors in making them successful. The literature study merely highlight trends in current opinions and should not be interpreted in other ways. Depending upon the nature of the organisations activities, objectives, vision, the motivation theory have to be applied. However, the basic mind set of an individual has to have the desire to the nature and type of work. Organisational factors such as culture, strategy etc. have a clear influence on the success of its goal. Successful motivation techniques centered on the importance of communication among the knowledge workers and Managers and to develop an understanding of individual team members. In general, involvement, communication, responsibility and trust are found to be very important to creating and fostering motivation

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