

Chapter 3

Knowledge Management Dynamics and Public Sector Organization Development

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ABSTRACT

In general, organizations should identify the skills, expertise, creativity, and motivation of the people if they have to become more competitive and enhance their performance. This is all the more crucial for public sector organizations. Knowledge therein plays a critical and integral role in being productive and innovative. But, unfortunately, public sector organizations don't recognize and take advantage of the dynamics of knowledge management for developing. Implying expertise and skills of the people in the form of knowledge which they possess is ignored or at best used sporadically. Adopting a grounded theory approach and in-depth literature review, the aim of this chapter is to critically appraise public sector organization development through knowledge management dynamics. The focus is on this neglected area because in this competitive era, public sector organizations' success depends not only on the basis of efficiency and effectiveness but also on how they identify, gather, manage, integrate, share and disseminate relevant knowledge to their human capital to bring innovation.

INTRODUCTION

Observations, empirical and conceptual studies reflect that different components of knowledge management as knowledge activities, knowledge types, transformation of knowledge and technology have a significant and positive effect for organizational development and help in bringing innovation through transformation of knowledge into knowledge assets in organizations. Knowledge places an integral role to be productive and innovative in market place. But, unfortunately, organizations don't recognize and take advantage of expertise and skills of the people in the form of knowledge which they possess (Baporikar & Ashish 2007). Organizations should identify the skills, expertise, creativity and motivation

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of the people. Knowledge management focuses on this neglected area because in this competitive era organizations compete not only on the basis of efficiency and effectiveness but also on how organizations identify, gather, manage, integrate, share and disseminate relevant knowledge to their human capital to bring innovation. Importance of knowledge can be seen everywhere whether that is a society or a corporate world, because knowledge enlightens the human mind, shape up the behaviors, mold the attitude of the humans (Baporikar, 2004). So to make society a more civilized everyone agrees that, to gain the knowledge is the foremost activity or obligation that is to performed or fulfill whilst its importance also recognized for corporate world as well.

According to Davenport & Prusak (1998), knowledge is derived outcome of framed experiences, values, contextual information, and experts' insight that provide a framework for evaluating and incorporating new experiences and information. Organization development (OD), on the other hand is an ongoing, systematic process of implementing effective organizational policies and strategies for enhancing efficiency, competitiveness and bringing the change required to transform public sector organizations into innovative sustainable ones. Hence, the core aim of this chapter is to the study, examine and elaborate the linkage between knowledge management process and public sector organizational development process in the Indian context to unearth the important relationships and flows of activities. In doing so, it reconciles the literature on knowledge management and organizational development in organizations. The original aspect of this chapter is that all knowledge management activities are incorporated simultaneously to examine their impact on public sector organizational development and innovation. Thus, the focus of the study is how public sector organization development through knowledge management dynamics so as to increase innovation thereby making the public sector organizations more competitive. Adopting a grounded theory approach and in-depth literature review the main purpose of the research hereto is to inductively build theory using grounded theory (Glaser & Strauss, 1967).

LITERATURE REVIEW

Knowledge Management (KM) is an organizational process that aims to create centralize knowledge source within the organization that acquire, assimilate, distribute, integrate, share, retrieve and reuse the internal and external, explicit and tacit to bring innovation in the organization in the form of the product, people and organizational process. Polanyi (1962) identified the duality of the knowledge and divided knowledge into two types: tacit and explicit. Polanyi (1962) defined tacit knowledge as the abilities, expertise and conceptual thinking. Further, he argued that tacit knowledge is not only attributed to the, what is known but it is also attributed to the knower as well. Tacit knowledge is very difficult to acquire because it is embedded in the form of capabilities, skills and ideas which individuals carry in their minds. Tacit knowledge can only be seen through the application that is why tacit knowledge is difficult to capture, exploit and diffuse among the organizational members. However, explicit knowledge can be disseminated and shared in the form of hard data, well defined procedures, and standardized principles Polanyi (1962). Nonaka & Takeuchi (1995) defined explicit knowledge as '*Knowledge of Rationality*'. Explicit knowledge is easy to capture, manage, share and disseminate to the people.

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