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Knowledge management proficiency scale for manager's research paper

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Abstract

The study of Knowledge Management Proficiency Scale for Managers was undertaken in Gorakhpur City, Uttar Pradesh. The study was conducted on sample of 200 managers, selected through random sampling technique. The major demands of proficiency skills for managers were identified and a list of 37 items was developed of 30 subjects. Item analysis was done to identify items to be retained and dropped. A five-point scale was signed (1-5) response choices to be list of items. The knowledge management proficiency scale was then administered on the sample of 200 subjects. The reliability (split-half) was calculated for the knowledge management proficiency scale. The knowledge management proficiency scale was reliable and valid, having reliability estimate of 0.79.

Keywords: Managers, knowledge management, proficiency scale, reliability, skills

1. Introduction

Knowledge is collection of data and information which is required or used to bring the productive outcome or result to the queries. The systematic management of knowledge is an asset for the purposeful creation of ideas for the organisation's work culture or requirement. It consists of processing of knowledge, modification, and implementation for the enhancement of the pre-existing knowledge used in an organisation.

Knowledge Management explains its meaning that when, and how to use the knowledge or manage using the strategical methods for some purpose to create result for the organisation. It requires proper and right tools, teams, organisational culture and structure, new and updated knowledge, and research for the enhancement of the organisation's short term and long-term goals and the ability to deal with threats.

Knowledge Management is required in an organisation so the people must know when to use what, how to promote work culture and share their learnings and knowledge, how to make use of right knowledge at right time and how to generate or acquire the best knowledge to enhance the organisation's targets.

The U.S. Army after Action Reviews (AAAR) is an example of Knowledge Management system that has helped building the Army into a learning organisation by making the learning routine. This has created a culture where everyone continuously assesses themselves, their units, and their organisation, looking for way to improve. Army team reviews assignments identify success and failures and seek way to perform better next time.

Knowledge Management as four elements known as knowledge creation which comes by adapting or involving the development of new content through social and collaborative process as well as individual's cognitive process.

Second is Storage of knowledge which is arranged and structured for organisation which can be accessed and distributed when required to improve the efficiency.

The third element is transfer of knowledge, that is when to transfer what type of content as per the requirement in an organization and the fourth is application of knowledge that refers in making the solution of problem, or its implementation to improve the efficiency and give directions to the process.

The working efficiency can be improved in an organisation if knowledge management will make the corporate strategy, to manage, create and share knowledge and assets. Another is organizational culture and process through which influence the way people interact and share

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the knowledge in the right process and environment. Management and leadership, technology, and politics are also organization's requirements which need to properly design, implement that support, and sustain initiatives that involve virtually which involves all functions of organisation.

Justification: The research was done to identify proficiency scale for managers who manage their work setup and raise their organisation so they can explore much. Through Knowledge Management they can create value and leverage and refine the firm's knowledge assets to meet organizational goals. The aim of the study was to get the insight into the knowledge management skills and raise the working environment, supervision style and interpersonal relationship for the betterment of their work.

The objective of the study is to develop Knowledge Management Proficiency Scale for Managers.

2. Methodology

The study was conducted in Gorakhpur City in Uttar Pradesh,

with sample size of 230 respondents (30 for pilot study). It was selected through random sampling technique. The Work plan was divided into two phases:

Phase 1

- Development of Knowledge Management Proficiency Scale
- Identify the constructs
- Framing the items and Scoring patterns
- Pilot Study
- Item analysis
- Retaining and Dropping items
- Administration of scale on 200 subjects

Phase 2

- Standardization of Knowledge Management Proficiency Scale
- Reliability Estimation

3. Result

Table 3.1: Shows the 't' values calculated for each item. (APPENDIX-1)

S. No	Items/Statement	t-value
1	I make decision easily.	1.051
2	I make innovations in my work	1.053
3	I don't bring modifications in my work depending upon the situation	1.034
4	I don't talk to expert about the problems of particular field	1.03
5	I don't talk to expert about the problems of particular field	1.03
6	I identify success and failure to seek ways to perform better for the next time	1.049
7	I create relevant knowledge by focusing on knowledge stored in my mind	1.052
8	I manage my knowledge for knowledge's sake	1.057
9	I have a competent leadership quality	1.028
10	I don't bring cultural change in my work, even if situation demands	1.028
11	I am not satisfied with my work	1.018
12	I like the setup of the workplace	1.045
13	I am not aware of the tools	1.02
14	I don't connect with the people	1.022
15	I keep my eye on my task only	1.044
16	I practice lessons learned after active analysis	1.048
17	I don't feel comfortable at workplace	1.022
18	I don't have good communication skills	1.019
19	I spend time thinking about future plans	1.047
20	I am not able to assess myself	1.021
21	I plan my daily activities	1.044
22	I don't easily give up on something new	1.044
23	I don't let my post failure become barrier in my work	1.043
24	I follow my daily routine at workplace	1.043
25	I negotiate compromise	1.04
26	I give priority to my interpersonal skill	1.048
27	I prefer initiatives at workplace	1.051
28	I do not try to improve myself	1.016
29	I have a sense of responsibility	1.055
30	I am committed to my work	1.056
31	I have analytical thinking	1.049
32	I hesitate in taking responsibility	1.021
33	I am good at maintaining paper records	1.047
34	I work efficiently collaboration with others	1.049
35	I am not good a maintaining electronic records	1.022
36	I make steps to improve the overall product/work	1.052
37	I manage multiple priorities.	1.047

Based on item analysis, the items with lowest t values were dropped.

Table 3.2: Dropped items

S. No	Items/Statement	t-value
1	I don't talk to expert about the problems of particular field	1.03
2	I don't talk to expert about the problems of particular field	1.03
3	I am not satisfied with my work	1.018

4	I am not aware of the tools	1.02
5	I don't have good communication skills	1.019
6	I negotiate compromise	1.04
7	I do not try to improve myself	1.016

Table 3.3: Scoring Pattern

Response	Strongly agree	Agree	Neutral	Strongly disagree	Disagree
Positive	5	4	3	2	1
Negative	1	2	3	4	5

Table 3.4: Positively and Negatively Worded Items

Items	Item no.	Total
Positive	1,2,6,7,8,9,12,15,16,19,21,24,26,27,29,30,31,33,36,37	20
Negative	3,10,14,27,20,22,23,32,34,35	10
	Total number of items	30

Table 3.5: Reliability score of the scale developed

Method	Reliability
Split-Half	0.79

Table 3.6: Norms for interpretation of Z-Score and Knowledge Management Level

S. No	Range of Raw Scores	Range of Z-Scores	Grade	Knowledge Management Level
1	126 and above	+1.02 and above	A	Excellent Management
2	108 to 125	+0.50 to 0.99	B	Very Good Management
3	98 to 107	+0.21 to 0.47	C	Good Management
4	94 to 97	+0.10 to 0.18	D	Moderate Management
5	91 to 92	+0.01 to 0.07	E	Poor Management
6	84 to 91	-0.18 to -0.01	F	Very Poor Management
7	90 and below	-2.01 and below	G	Extremely Poor Management
	Mean=109.55	SD=±7.71		N=200

4. Conclusion

The Proficiency Scale is an instrument used to measure one's ability to demonstrate a competency on the job. A Proficiency Scale is a table used to determine the level of progress toward meeting the organization's goal. Example, technology managers have high proficiency ratings in management competency skills such as supervision, leadership, and communication.

Reliability Estimation of Knowledge Management Proficiency Scale

Pearson's r	0.79
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The value of 'r' is 0.79, it shows that the tool is sufficiently reliable and can be used for identifying the proficiency of Knowledge Management of managers.

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Appendices**Knowledge Management Rating Scale****Preliminary Information**

- Name
- Age Sex- M ___ F ___
- Name of the organization
- Working Hours
- Number of working years

Q1) I make decisions easily.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q2) I make innovations in my work.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q3) I don't bring modifications in my work depending upon the situation.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q4) I don't talk to expert about the problems of particular field.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q5) I am not updated with the technologies.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q6) I identify success and failure to seek ways to perform better for the next time.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q7) I create relevant knowledge by focusing on knowledge stored in my mind.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q8) I manage my knowledge for knowledge's sake.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q9) I have a competent leadership quality.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q10) I don't bring cultural change in my work, even if situation demands.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q11) I am not satisfied with my work.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q12) I like the setup of the workplace.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q13) I am not aware of the tools.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q14) I don't connect with people.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q15) I keep my eye on my task only.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q16) I practice lessons learned after active analysis.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q17) I don't feel comfortable at workplace.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q18) I don't have good communication skills.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q19) I spend time thinking about future plans.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q20) I am not able to assess myself.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q21) I plan my daily activities.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q22) I don't easily give up on something new.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q23) I don't let my post failure become barrier in my work.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q24) I follow my daily routine at workplace.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q25) I negotiate compromises.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q26) I give priority to my interpersonal skills.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q27) I prefer initiatives at work place.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q28) I do not try to improve myself.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q29) I have a sense of responsibility.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q30) I am committed to my work.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q31) I have analytical thinking.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___
(e) Strongly Disagree ___

Q32) I hesitate in taking responsibility.

- (a) Agree ___ (b) Strongly Agree ___ (c) Neutral ___ (d) Disagree ___

(e) Strongly Disagree ____

Q33) I am good at maintaining paper records.

(a) Agree ____ (b) Strongly Agree ____ (c) Neutral ____ (d) Disagree ____

(e) Strongly Disagree ____

Q34) I work efficiently collaboration with others.

(a) Agree ____ (b) Strongly Agree ____ (c) Neutral ____ (d) Disagree ____

(e) Strongly Disagree ____

Q35) I am not good at maintaining electronic records.

(a) Agree ____ (b) Strongly Agree ____ (c) Neutral ____ (d) Disagree ____

(e) Strongly Disagree ____

Q36) I make steps to improve the overall product/work.

(a) Agree ____ (b) Strongly Agree ____ (c) Neutral ____ (d) Disagree ____

(e) Strongly Disagree ____

Q37) I manage multiple priorities.

(a) Agree ____ (b) Strongly Agree ____ (c) Neutral ____ (d) Disagree ____

(e) Strongly Disagree ____