



EMBEDDING KNOWLEDGE IN HR PROCESSES FOR A BETTER VALUE PROPOSITION

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Abstract : The traditional methods of digitizing processes do not lend themselves to effectively capture or capitalize on the knowledge assets, particularly when they involve Human Resources (HR) processes. Knowledge Management initiatives result in a central portal which is often separate from the HR transactions. When disconnected from HR connectivity programs, intranet knowledge portals suffer from two limitations: User needs to make conscious efforts to seek, search and use related knowledge. User also needs to be conversant with the ontology and semantics to get all the relevant knowledge. This research work proposes a knowledge embedded HR process framework for large companies where the workforce is knowledge intensive. This framework has three key elements:

- i. Construction of the 'whole person' or digital persona from both transaction and knowledge systems of an enterprise
- ii. Embedding of knowledge elements in context of the HR transaction

The framework was implemented in three business areas of HR – staffing and attrition.

Effective communication between employer and employee is one of the strong non-monetary factors impacting employee engagement. HR can connect to the associate with better empathy, aided by the availability of his/her complete digital persona. With the availability of consolidated employee profiles, the staffing team improved the one-to-one discussions with employees, while reducing the number of attempts. Since the embedding of knowledge in staffing process, there was a marked improvement in the hit ratio, which increased from 70% to 80%. More than 91% of the placed employees with above average satisfaction levels, felt that the job contents of assignments were aligned with their competency profile.

Employee Engagement is a strong factor in driving the growth of a business or an organization. Utilizing data from employee exit interviews and pointers to employee disengagement such as long leave, relocation and grievance would be far more useful in identifying the different profiles of employees who tend to leave the organization. Research methodology on embedding knowledge elements in employee connects process discussed on how to build a predictor model, which can identify attrition-likely employees and cluster them based on causative factors. Various classifier algorithms were evaluated based on precision, recall, F-measure and ROC measure. The sample rules were obtained from the best classifiers, which can be applied to the entire workforce to identify attrition-likely associates.

The system analyses critical parameters such as employee demographic data, job related data, certifications, competencies, awards, performance and operational specifics to arrive at a talent score using a talent algorithm. Moreover, evaluators and unit heads are enabled to provide a collaborative



assessment for the individual. The total score is derived from the talent score and collaborative assessment and candidates are ranked accordingly. The results obtained from testing over 2000 sample employee profiles in the FYL application, showed a 90% effectiveness of the FYL systems' predictability.

This research work proposed for embedding knowledge elements in three HR processes for a multinational Information Technology organization, where the workforce is knowledge intensive. The three HR Processes where the K embedded HR framework was implemented were

- Staffing
- Employee Connects

SUMMARY OF THE RESULTS OBTAINED FROM IMPLEMENTING THE K-EMBEDDED FRAMEWORK IN HR PROCESSES

The table 1.1 showcases an outline of the three implementations of the K-embedded framework in the HR processes. It portrays the basis of evaluation, period of evaluation and data collection, number of records in the data set used and the parameters for evaluation.

Table 1.1 Basis of Evaluation for implementing K-embedded framework in HR Processes

Process	Evaluation Basis	Period	Number of records	Evaluation Parameters
Staffing	Results in pilot region vs. other regions	Q1 2009 to Q1 2012	38,000	Employee Satisfaction Number of Placement Attempts Hit Ratio
Employee Connects	Performance of different classifier algorithms	2013 to 2014	12,914	Precision Recall F – Measure Receiver Operating Characteristic

6.1.1. Summary of Results from the K-embedded Staffing Process

Results of the staffing process enabled with K-elements in region 1 were compared with other regions where there was no modification in the staffing process. Impact of embedding K- elements in the staffing process in region-1 vis-à-vis the unchanged process practiced in other regions was demonstrated in the below areas

- On bimonthly surveys, more than 91% associates with higher satisfaction level indicated their current assignments were more aligned to their competency profiles. 48.5% of employees with better (4 and 5) than average satisfaction, didn't need to be given multiple options, as shown in fig 6.2.1



Figure 1.1.2 Improvement in Employee Satisfaction in Region 1

- From the position of highest number of placements attempts in the beginning of the baseline data period, improved to the lowest number of attempts in the last 3 quarters of the analysis period, as shown in fig 6.2.2

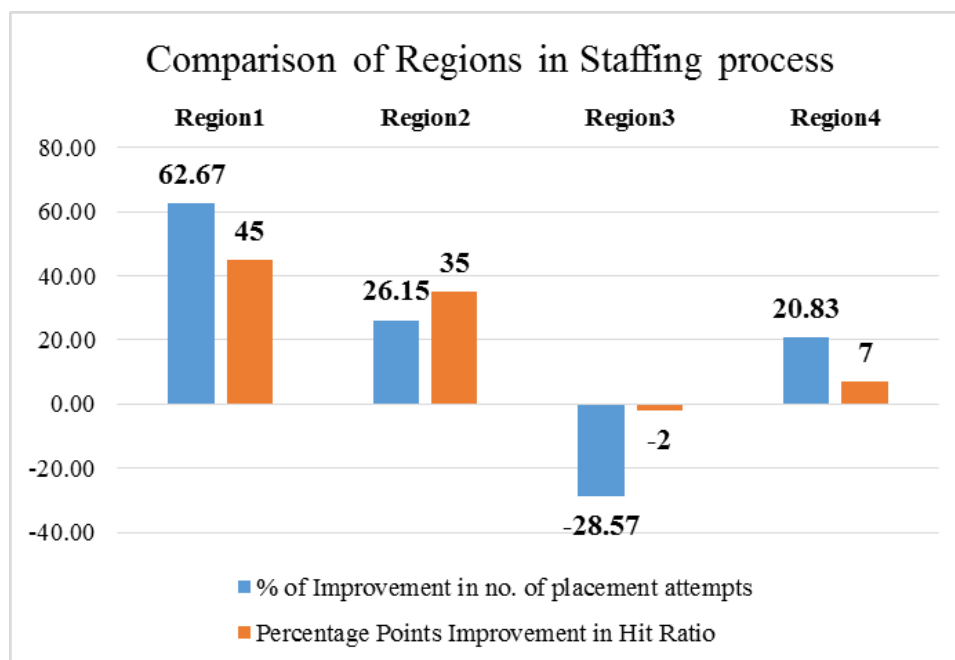


Figure 1.1.3 Comparison of Regions in Staffing Process

- Since the implementation of the K-embedded staffing process, the hit ratio of region1 relatively increased and there was a clear improvement in the last 3 quarters.

Accordingly, the specific objective to embed the knowledge elements in the staffing process in operational efficiency and employee satisfaction was achieved successfully. This was demonstrated through comparison of performance trend in region-1 against other regions on the above parameters.

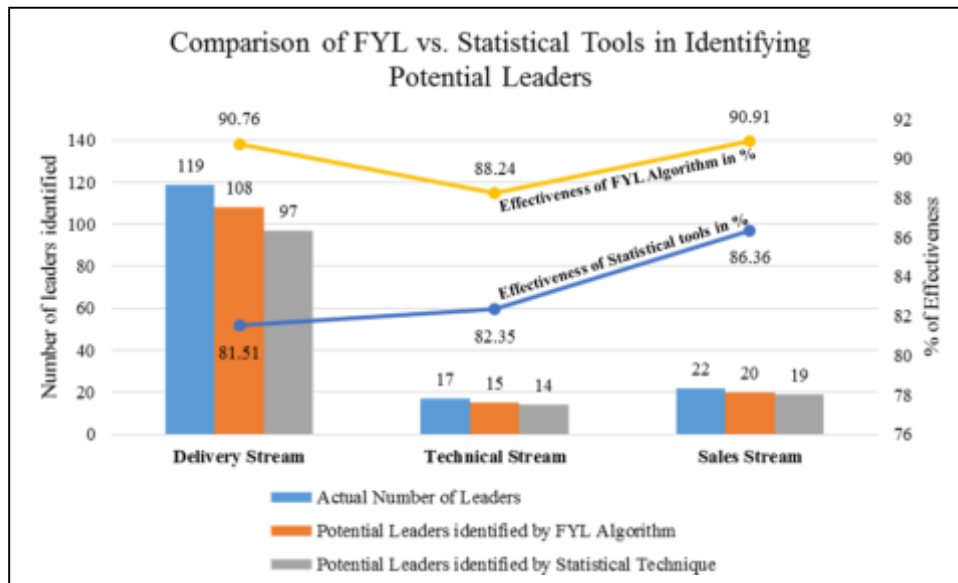


Figure 1.1.3 Comparison of FYL vs. Statistical tools



Figure 1.1.3 Role Progression of Identified Leaders

The performance track of the identified potential leaders was monitored and the results indicated that leaders identified using FYL system performed better, when measured through their role score 2 years later as shown in fig 6.1.3.

Overall the following outcomes were obtained from the K-embedded leadership identification process

1. Framework of an application to identify leadership potential among mid-level employees in the workforce of the organization, and facilitate their leadership development.
2. Digital personae for all employees whose profiles are uploaded in the application, and leadership personae of employees identified as potential leaders.
3. Updating of digital personae and re-calibration of weightages of attributes.

This chapter discussed the overall results obtained from the three research areas of implementing the K-embedded framework in the HR processes. Results from staffing process were evaluated based on different regions. Effectiveness of employee connects were evaluated based on the type of classifier algorithm used. Finally, the results from leadership identification process were evaluated by comparing with statistical results.



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