EMPLOYEE'S ADAPTABILITY TOWARDS NEW JOB POSITIONS WITH KNOWLEDGE MANAGEMENT STRATEGIES

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ABSTRACT

Today's organizations are facing dynamic and changing environments that emphasize the importance of enhanced organizational flexibility and adaptation. Increased competition, changing markets, innovation, and advances in technology are some of the forces that require organizations to continuously change and develop. In turn, this fast pace of environmental and organizational change implies heightened pressure on employees to be increasingly adaptable, versatile, and tolerant of uncertainty in order to perform effectively in new or changing work situations.

The study on the influence of employees' adaptability and change-related uncertainties on their interpretation of organizational actions. Employees portrayed expressions of individual adaptability, uncertainty experienced regarding changes in the workplace, support received from the organization, and Job satisfaction.

Knowledge Management (KM) has become critical in today's highly competitive, uncertain, and rapidly changing business environment.

The effects of :

Knowledge management processes (knowledge acquisition, knowledge sharing, knowledge creation and knowledge retention) and Knowledge Management approaches (social networks, codification and personalization) on job satisfaction and examines how they help employees adapt to new job positions and increase their efficiency.

Keywords

Adaptability-Uncertainty-Perceived Organizational support-Organizational change- knowledge management strategies.

1. INTRODUCTION

The competency to successfully adjust to a changing work context is generally referred to as "individual adaptability. "Individual adaptability is widely acknowledged as a key quality for today's employees, and has even been proposed as a third type of job performance in addition to task and contextual performance.

Ployhart and Bliese (2006) define individual adaptability as representing "an individual's ability, skill, disposition, willingness, and motivation, to change or fit different task, social, and environmental features."

Individual adaptability appears to be conceptually related to the process of adaptation, which is the evolutionary process whereby a population becomes better suited to its habitat. Adaptation is supposed to help organ-isms adjust to a changing and/or demanding environment and as such contribute to the survival of the species.

SURVIVAL OF THE FITTEST

Over 150 years since Darwin wrote 'On the Origin of Species', researchers are still fascinated by how we as a species adapt to change. Today our ability to survive isn't dependent on surviving a freezing winter or snaring a mammoth, but on our capacity to deal with the constant social and technological change that is a reality of modern life.

Individuals need to not only meet the unexpected and changing demands of their role, but to transfer their existing skills and knowledge to new, unpredictable situations. And some people are better at it than others.

An employee's ability to deal with change, as well as personality traits which mapped on to the well-established Big Five (extraversion, agreeableness, emotional stability, openness and conscientiousness). Crucially, they distinguished between reactive responses to change – dealing with a change which is being 'done to' you – and proactive responses – behavior which drives or initiates change.

After further research it was discovered that it is ambition which drives people's ability to respond well to change. People who are ambitious are more likely to proactively change their environment and seize opportunities to improve the status quo – perhaps as a means to get ahead. What's more, the effect of ambition was stronger for managers than for employees. This makes sense as managers have more autonomy and opportunities to get proactive. They're expected to take charge of situations and improve the status quo, whereas individual employees have less influence over their situation.

Key points for employees to focus on for adapting to new work positions or change at work place:

- harbor a desire for status and power while remaining calm and even-tempered are best able to cope with change.
- Inculcate ways to regulate their emotions and stay calm, to deal with changes to their environment.
- Spot opportunities to influence your surroundings – proactively seeking improvements can help get ahead. That way, make allies in creating and sustaining change across the job positions.

In both the scientific literature and the popular press, authors have emphasized the importance of organizational and individual adaptability for organizations competitiveness, performance, or Survival.

Recent developments suggest that individuals 'psychological resources may play an important role in individual adaptation. Psychological resources relate to valuable personal entities that function as a means of dealing with the world, and are also known as personal resources. Individual's Cognitive, affective and behavioral resources are likely to contribute to how employees adapt to a changing work environment.

The emphasis on psychological resources implies that employees do not necessarily need to change these resources in response to environmental demands - but that merely applying one's personal resources might suffice to effectively deal with organizational change.
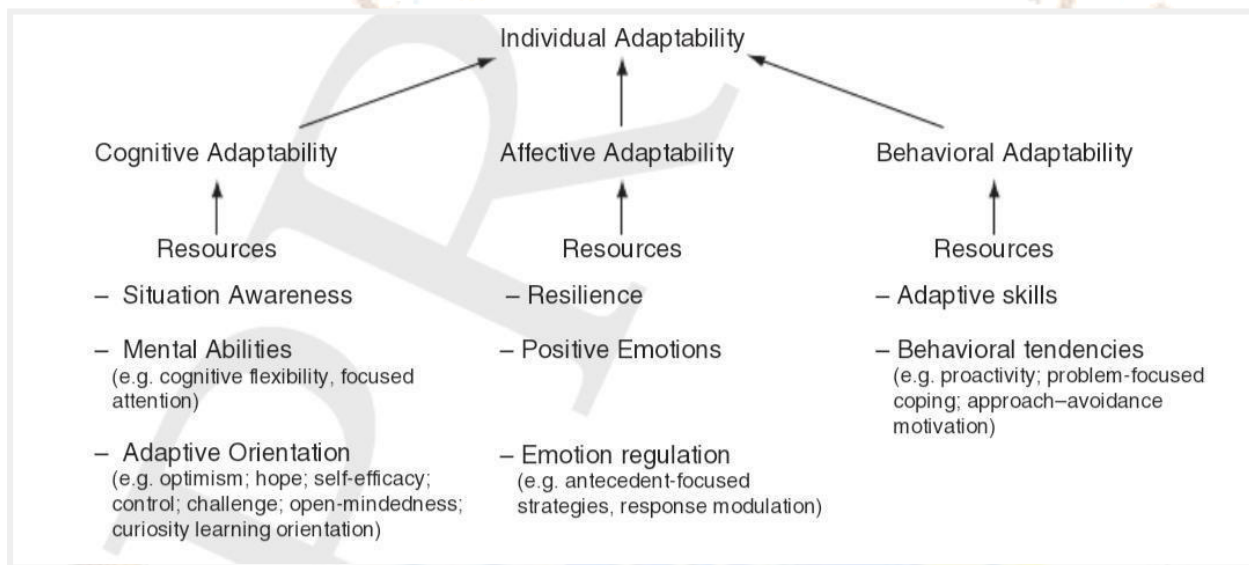
WHAT ARE KNOWLEDGE MANAGEMENT STRATEGIES?

A knowledge management (KM) strategies in this aspect include:

● Motivated behavior-While managing change, focus needs to be pointed on how to keep motivation of workers up. Several researches and observations have shown that well motivated employees are more productive and creative. On the other hand less motivated employees do not want to contribute into work. Workers willingness for change is highly dependent on knowing and acknowledging the reasons and benefits of the change. Only after understanding these factors an employee will accept to consider the new responsibilities that change brings.

● Networking- Internal networking ensures employees work together more often, giving them a chance to speak with co-workers and learn about how they can be of value to one another. When they know what resources are available, or how others can make their work easier, they can be more productive and effective. Networking allows you access to opportunities you might not be able to find on your own. Your network has the potential to provide you with insight into different fields, information on what potential employers look for and advice on how you can improve professionally.

- Link company goals and individual goals- While accomplishing individual goals is important on a personal level, it is also advantageous to link those individual goals into an organization's comprehensive strategy. Doing so can aid accountability, allow for analysis and evaluation, and diversify your risk.

- Teamwork - Working together a team can apply individual perspectives, experience, and skills to solve complex problems, creating new solutions and ideas that may be beyond the scope of any one individual. As well as enhancing organizations' performance, good teamwork benefits individuals too. Personal rigidity does not mix well with teamwork. As a member of a team, you need to adapt yourself to others in order to be a good team player. Team players that are adaptable are teachable, emotionally secure, creative, and service minded.

- Analyze and activate- analyzing and screening of opportunities to prove oneself in the new job positions. Listing out areas of contribution that keeps you occupied and engaged in the new role. Activation of timely response to commitment during crises.

- Criticism as constructive feedback - Constructive criticism in the workplace can help employees understand what they are doing well and what they need help with. Benefits include professional development, clarified expectations, stronger working relationships and overall organizational growth. Workers understand the value of constructive criticism and they even prefer it to praise and congratulatory comments.

Application of these knowledge management strategies by employees to adapt to new job positions may increase the ease of work and increase the confidence of the employee, thereby increasing overall productivity

2. REVIEW OF LITERATURE

According to Findings of Kristin L Cullen (2014) , results support the role of perceived organizational support as a mediator of the relationship between employees' adaptability and perceptions of change-related uncertainty and employees' satisfaction and performance. Implications Change is a frequent occurrence in today's workplace; thus, improving employee satisfaction and performance requires the consideration of change-related perceptions and individuals' dispositions relevant to change. The present study offers insights regarding how organizations may help improve perceptions of organization support by reducing perceived uncertainty as well as identifying employees who may need assistance to adapt to workplace changes. Originality/Value Despite practitioners' expressed interest, there is scant research examining employees' adaptability and change-related uncertainty. We provide the first evidence explaining how and why these variables impact important workplace outcomes and extend existing theory by identifying appraisals of the organization (and not the self) as a mechanism explaining stressor–strain relationships.

From the research conducted by James L. Farr, 2014 (Professor Emeritus of I-O Psychology, Pennsylvania State University) comprehensive review of the extant theory and research related to individual adaptability at work, particularly addressing important issues of construct definition, dimensionality, measurement, and relation to larger

frameworks of both work performance and individual differences. Perhaps even more importantly, Chan and the chapter authors have clearly identified many of the unresolved and emerging research questions that will guide the next generation of theory development and empirical studies which will place adaptability at the center of scholarly understanding of effective individual, team, and organizational performance.

Ed Diener, Joseph R. Smiley, 2013 (Distinguished Professor Emeritus of Psychology, University of Illinois, USA) stated that the definitive volume on adaptation in the workplace. This superb book presents both the research findings of how people and organizations adapt to change and how those findings can be applied in the workplace. The book explores in depth theories of adaptation, as well as several approaches to the measurement of adaptation. People wanting to understand adaptation, as well as aid it in changing work environments, must read this excellent book. The work is particularly helpful in pointing to new research directions and methods for studying adaptation at work.

Kevin Murphy, 2014 (Colorado State University) puts forth that the world of work is changing rapidly, and adaptability to change is becoming a key driver of success in the workplace. David Chan has assembled a distinguished team of authors to examine what adaptability means, how it can be measured, how it can be developed and what its implications are for both organizations and individual employees. This is a valuable work on an increasingly important topic

Lee and Choi, state that several knowledge management models propose that knowledge management frameworks should include knowledge management enablers and processes. Knowledge management framework should have a basic understanding of knowledge operations and infrastructures to support the organizational operations. Knowledge management enablers are mechanisms employed by organizations to foster consistent knowledge usage. Organizational performance in its simplistic state is the realization of organizational objectives. It is important that organizations have measurable objectives as this has been found to be integral to employees' engagement and commitment toward the organization. Financial benefits, profitability and organizational learning are some ways to assess organizational performance. The burden of achieving performance within an organization lies directly on the leadership of the organization, as they are required to make and implement decisions / strategies that will result in achieving the goals and objectives of the organization.

3. OBJECTIVES OF THE STUDY

❖ To identify various factors that affect employees in the new job positions

❖ To study the various challenges faced by employees to adapt to new job positions within the same company or in another company

❖ To analyze the role of knowledge management strategies towards increasing the efficiency of employee performance in the new job.

❖ To determine how different people cope with new job positions

4. SCOPE OF STUDY

This study is focused on determining various methods adopted by employees to adapt to new job positions along with implementation of knowledge management strategies to increase efficiency and productivity by conducting a survey among the employees working in various departments like marketing, human resource, finance, management, public relations, business roles and so on.

5. RESEARCH METHODOLOGY

❖ A research study was conducted in Bengaluru city urban by selecting a sample of 100 respondents. The study uses primary data as well as secondary data.

❖ The research method adopted for this study includes both structured & unstructured methods.

PRIMARY DATA

❖ In this study the researcher has collected primary data from employees working in public and private sectors.

❖ The data was collected by a well structured questionnaire prepared with all the important details regarding employees' adaptability towards new job positions.

❖ The questionnaire was administered directly to the respondents through scheduling methods as well as interview methods.

❖ The respondents were both men and women.

SECONDARY DATA

❖ It has been collected from various records that talk about employee satisfaction at a new job position and journals on knowledge management strategies followed by various companies

SAMPLE DESIGN

The present study analysis the adaptability of employees towards new job positions from a sample of 100 respondents from different job roles in urban Bangalore City through simple random sampling method.

6. LIMITATION OF THE STUDY

❖ Time was a constraint as we had a very limited time period.
❖ Different sectors had different working conditions and it was difficult to frame questions that generalize work roles.
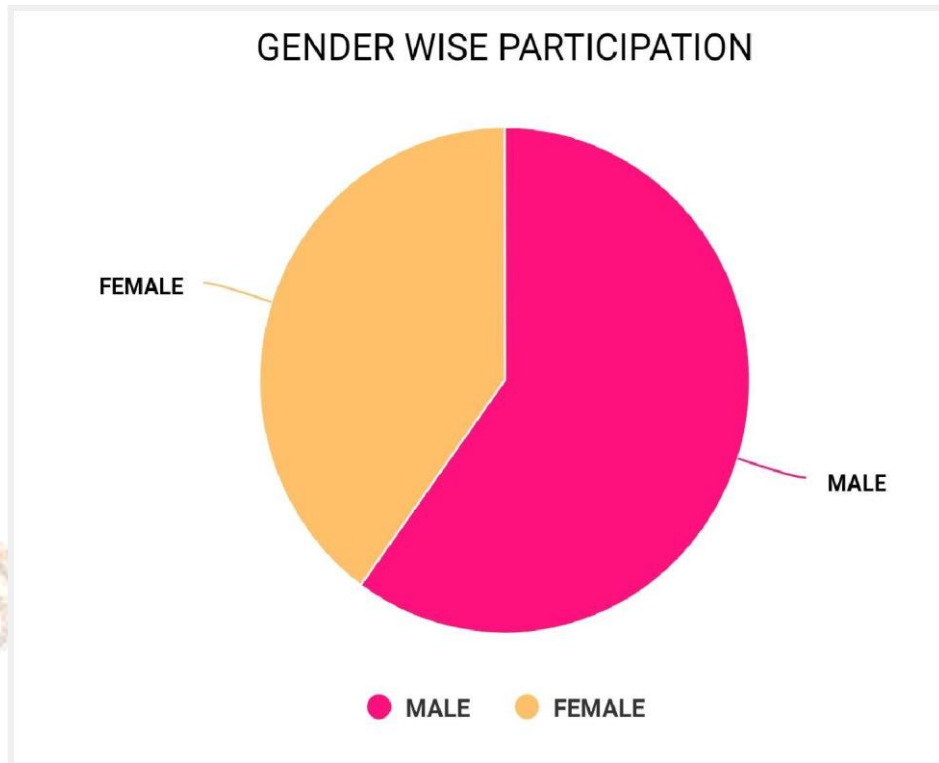❖ Few respondents did not respond to the questionnaire.

RESEARCH ANALYSIS

GENDER WISE PARTICIPATION

Figure 1

INTERPRETATION:

Through the survey conducted, it is inferred that:

58% of the respondents are males, whereas 42% are females.
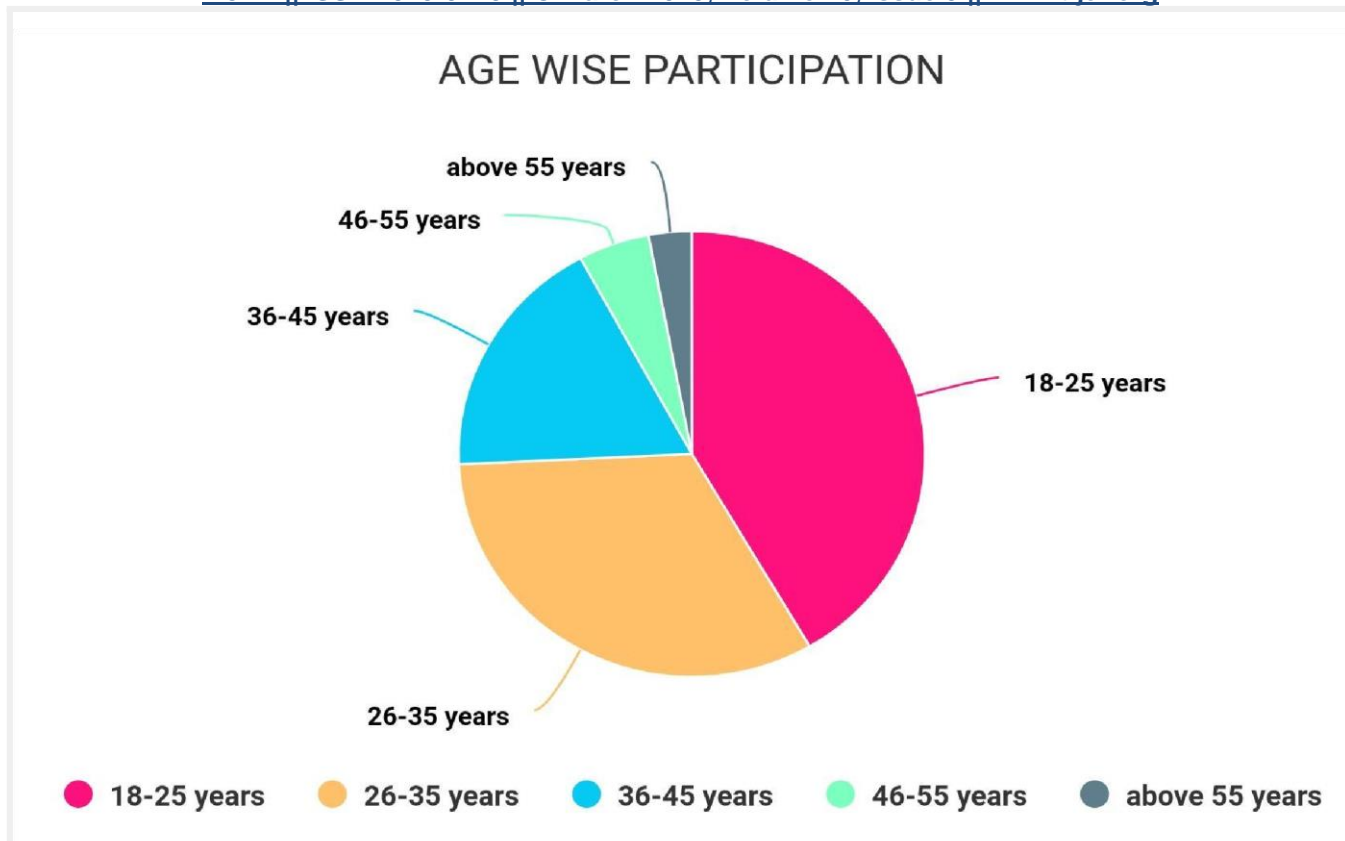
AGE WISE PARTICIPATION

Figure 2

INTERPRETATION:

Through the survey conducted, it is inferred that maximum respondents are between the age group of 18-25 years,42% respondents between 18-25, 33% respondents between 26-35, 20% respondents between 35-45, 3% respondents between 46-55, 2% respondents above 55

MARTIAL STATUS
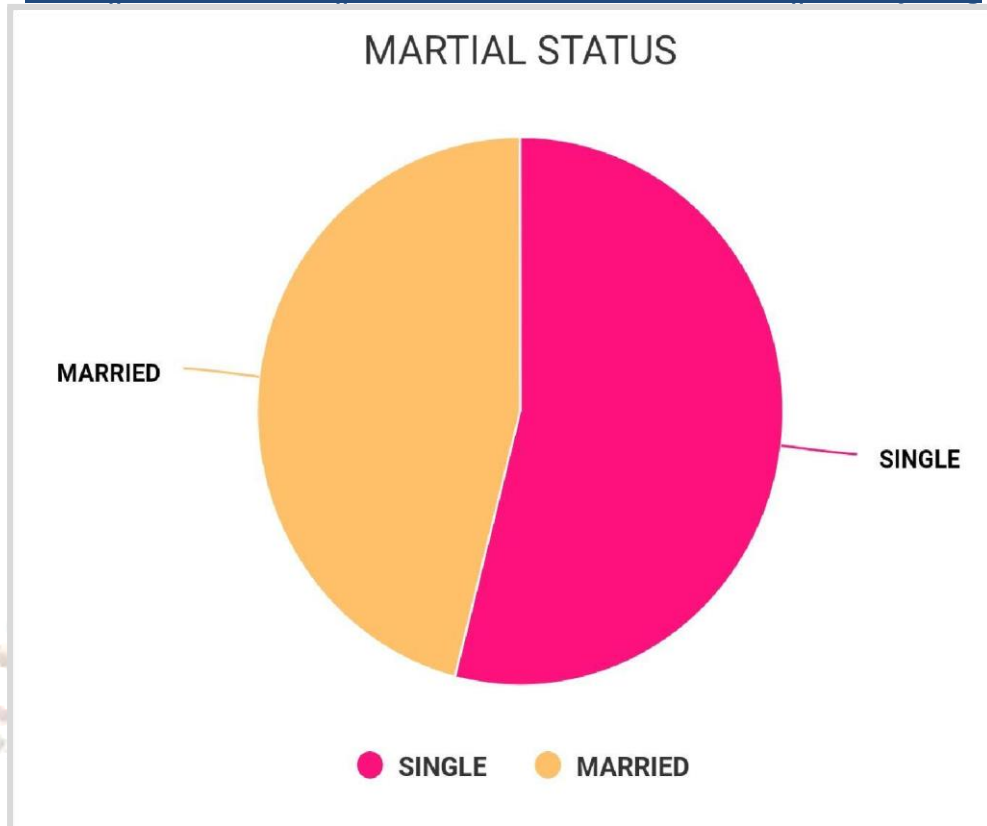
Figure 3

INTERPRETATION:

Through the survey conducted, it is inferred that there are 53% of respondents who are married and 47% are females.

HOW OFTEN DO THEY EXPERIENCE A NEW JOB POSITIONS

RARELY

VERY OFTEN

SOMETIMES

● VERY OFTEN   ● SOMETIMES   ● RARELY
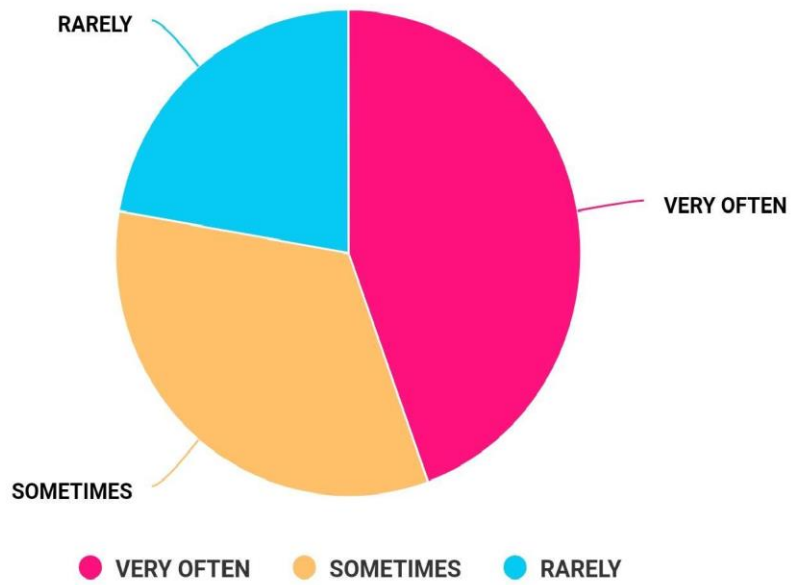
Figure 4

INTERPRETATION:

Through the survey conducted, it is inferred that 44% of the respondents experience new job positions very often, 34% of the respondents experience new job positions sometimes and 22% of the respondents experience new job positions rarely.
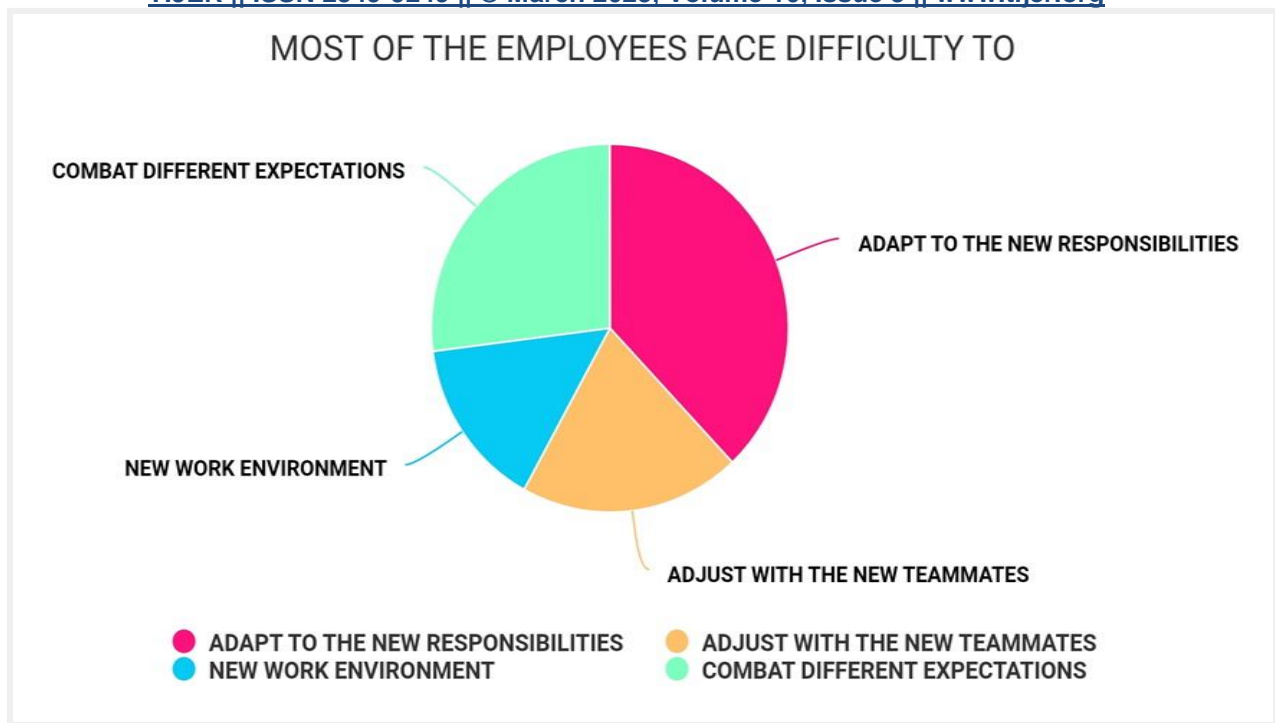
DO THEY FIND IT EASY TO ADAPT TO THE NEW JOB POSITIONS
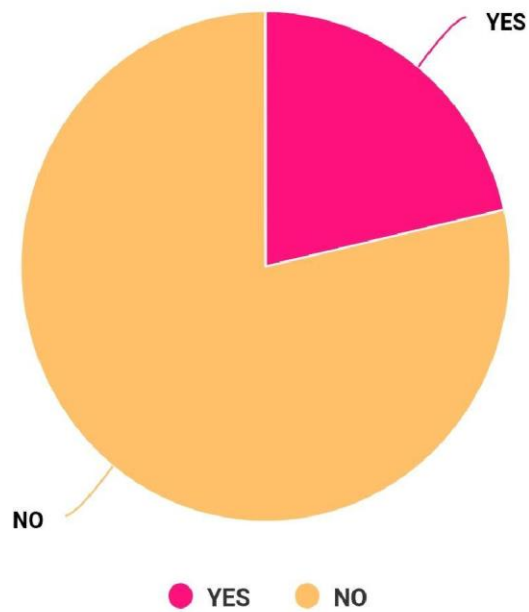
Figure 5

INTERPRETATION:

Through the survey conducted, it is inferred that 78% of the respondents don't find it easy to adapt to new job positions, whereas 22% of the respondents find it easy.

Figure 6

INTERPRETATION:

Through the survey conducted, it is inferred that 41% respondents find it difficult to adapt to new responsibilities, 26% in combating different expectations, 14% in adapting to new work environments, 19% adjusting with new teammates.
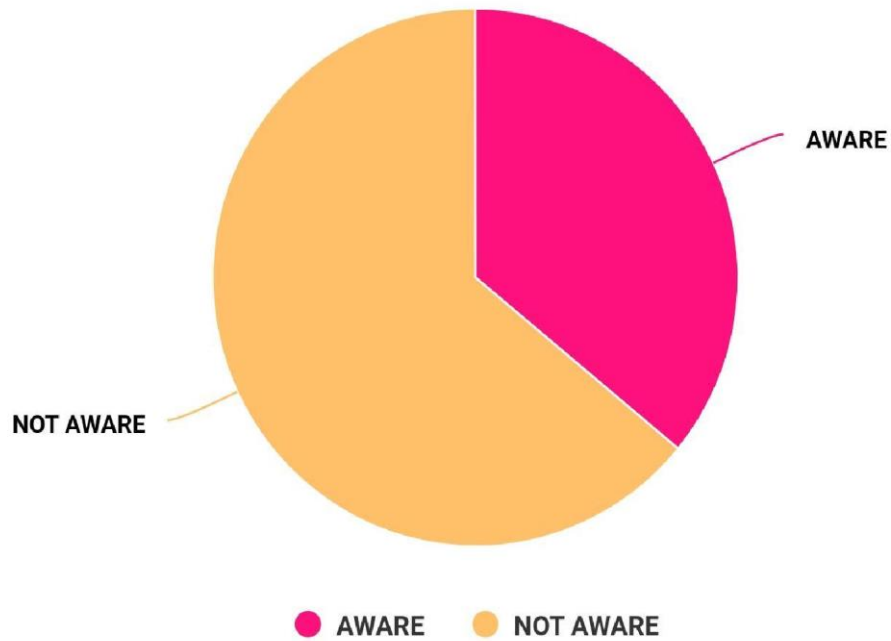
Figure 7

INTERPRETATION:

Through the survey conducted, it is inferred that 67% respondents seem to not be aware of knowledge management strategies, 33% respondents are aware of the knowledge management strategies

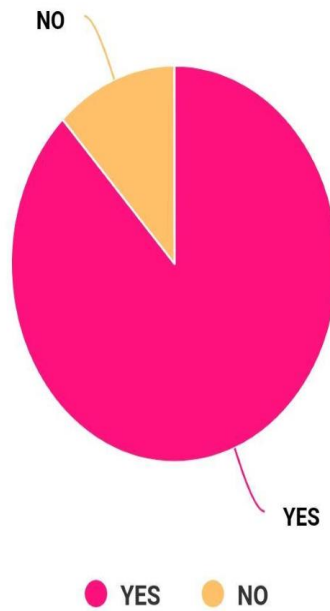## DO COMPANIES PROVIDE KNOWLEDGE TRANSFER SESSIONS BEFORE THE EMPLOYEE TAKES UP THE NEW ROLE

Figure 8

INTERPRETATION:

Through the survey conducted, it is inferred that 83% of the respondents' companies provide knowledge transfer sessions before the employees take up new job positions, whereas 17% of the respondents' companies don't provide knowledge transfer sessions before the employees take up new job positions.

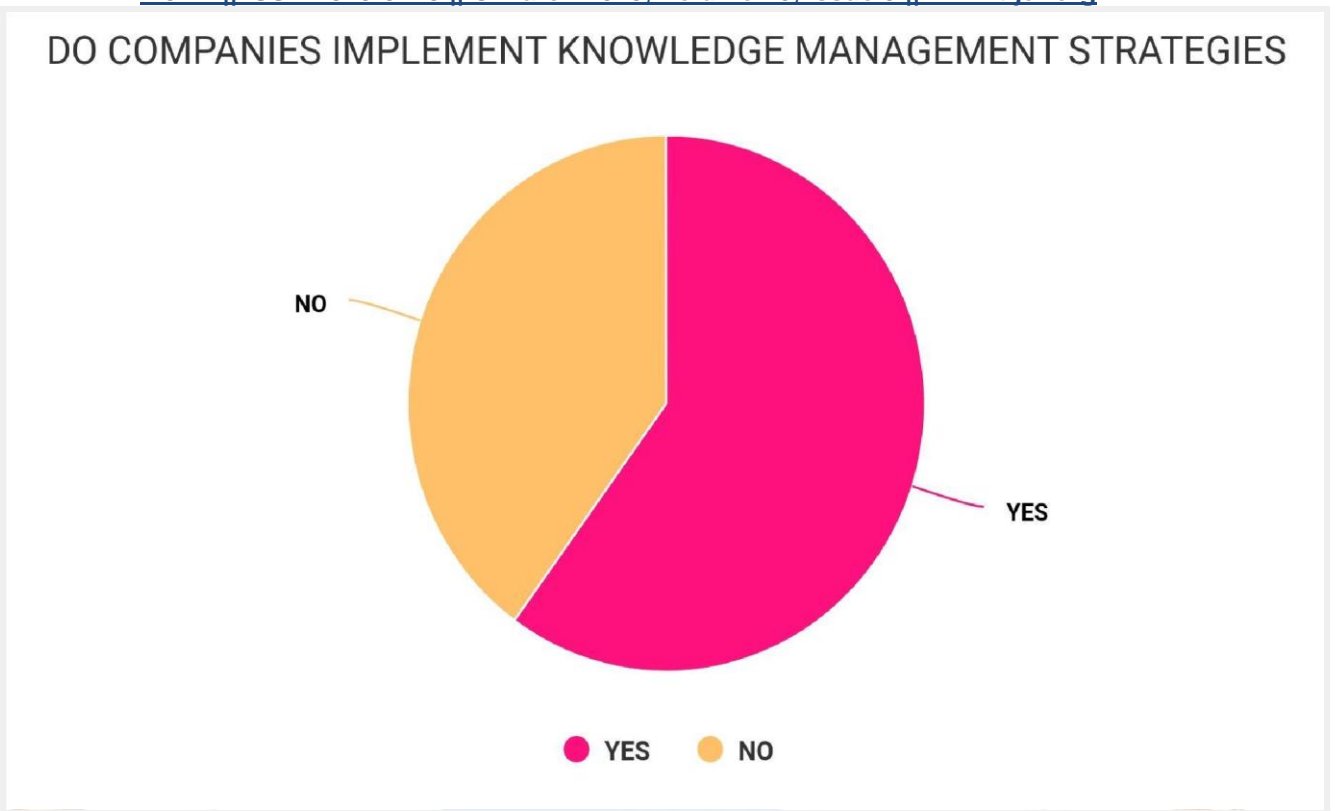## DO COMPANIES IMPLEMENT KNOWLEDGE MANAGEMENT STRATEGIES

Figure 9

INTERPRETATION:

Through the survey conducted, it is inferred that 58% of the respondents' companies implement knowledge management strategies, 42% of the respondents' companies don't implement knowledge management strategies.
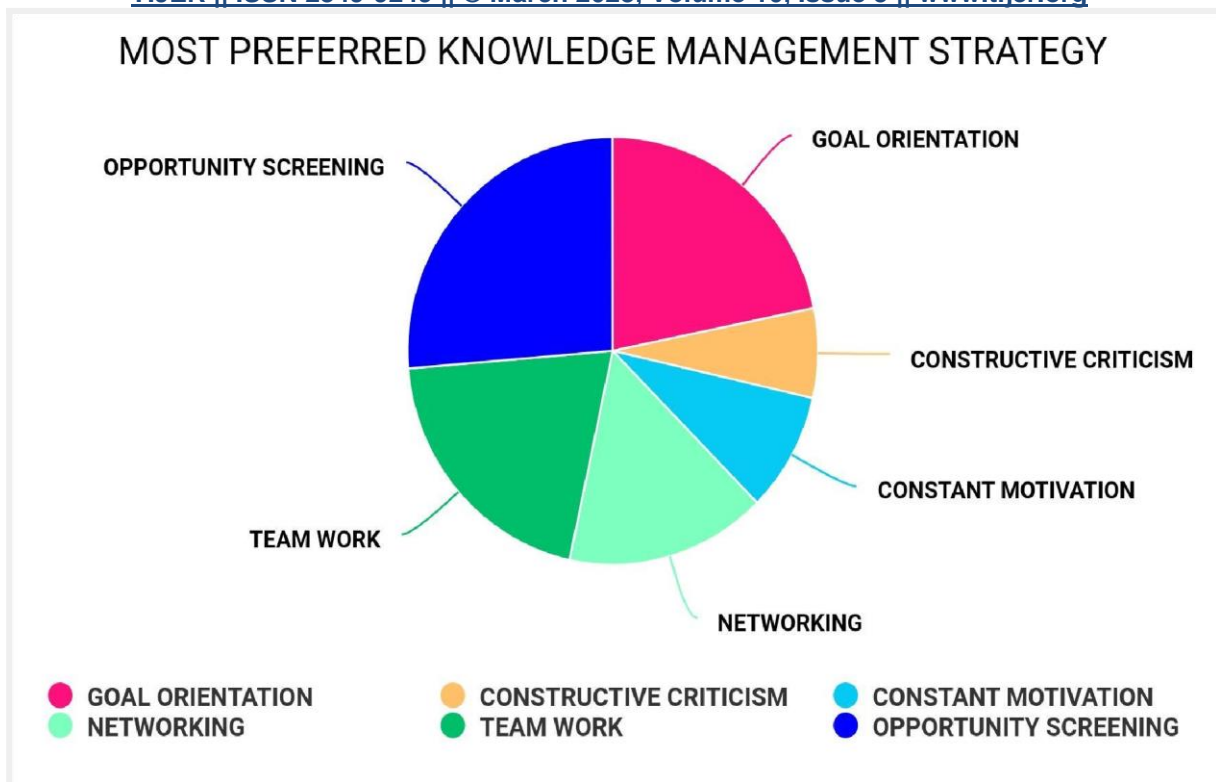
MOST PREFERRED KNOWLEDGE MANAGEMENT STRATEGY

Figure 10

INTERPRETATION:

Through the survey conducted, it is inferred that 19% of respondents prefer goal orientation as their knowledge management strategy, 8% of respondents prefer constructive criticism as their knowledge management strategy, 11% prefer constant motivation as their knowledge management strategy, 17% prefer Networking as their knowledge management strategy, 18% prefer team work as their knowledge management strategy and 27% respondents prefer opportunity screening as their knowledge management strategy.

7. FINDINGS:

❖ Majority of the respondents are male respondents with respect to the study.

❖ Majority of the respondents are of the younger population who are below the age of 25 years.

❖ Most of the respondents are young and therefore there marital status is unmarried.

❖ Most of the respondents experience new job positions very often as per the survey.

❖ Most of the respondents do not find it easy to adapt to new job positions.

❖ Most of the respondents find it difficult to adapt to new responsibilities.

❖ Majority of the respondents are unaware of the knowledge management strategies.

❖ Many companies implement knowledge management strategies based on the survey.

❖ Most of the respondents find opportunity screening as the most effective knowledge management strategies based on the survey.

8. SUGGESTIONS:

❖ The companies must focus more on keeping their employees comfortable to increase the overall performance and efficiency.

❖ Employees must be aware of the knowledge management strategies and implement them to maximize potential.

❖ The organization should analyze the areas of discomfort of an employee when given a new job position.

❖ The co workers must be welcome in order to keep the employee comfortable and adapt to the new job position.

❖ The company must keep the surroundings safe and secure for the employees to work without any hassle.

❖ There should be occasions that shall help the employee get along with the management and connect with others.

❖ Team outings shall be organized in regular intervals to keep the motivation of the employees' high.

9. CONCLUSION:

From the above survey we find that most of the employees experience new job positions very often and find many obstacles while having to adapt in the new work environment with new responsibilities. Knowledge management strategies shall be very useful in helping the employees to increase their efficiency in their workplace and boost the confidence of an individual. The companies must focus on implementing these knowledge management strategies effectively to all the employees to bring out the best from them, and hence increase the company's overall performance. Keeping the employees comfortable and satisfied is the key for a successful organization.

10. BIBLIOGRAPHY:

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