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Factorial Analysis of Demographic Variables on Knowledge Management Orientation

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ABSTRACT:*The objective of the study is to examine the similarities or differences that demographic variables could impose on Knowledge management orientation, among the employees working in IT and ITeS sectors. It is hypothesised that the employees working in IT and ITeS sectors would remain to be homogeneous on demographic variables such as 'professional tenure', 'gender' and 'marital status' on Knowledge management orientation. The study was conductedat Kerala state, having offices and sites at Trichur, Calicut, Cochin and Trivandrum. Samples were drawn using systematic random sampling from the NASSCOM registered companies. It is observed that 'professional tenure''gender', and 'marital status differ significantly on the scores of Knowledge management orientation, whereas sector (IT and ITeS) failed to differentiate. Factorial analysis conducted to identify the impact of 'professional tenure' and 'gender' as well as 'professional tenure' and 'marital status' and, both, differentiates on the scores of 'Knowledge management orientation'. Conclusions, implications and recommendations are further discussed.*

KEY WORD:*Gender,Knowledge management orientation, Marital status, Professional tenure*

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I. INTRODUCTION

World economy witnessed three radical shifts. Eighteenth century agrarian shift was based on agricultural revolution. Further, industrial revolution during nineteenth century brought about rapid changes in the economy with the introduction of different types of power-driven machinery and energy sources. The end of 20th century witnessed the post-industrial society, where the shift was from products to ideas and knowledge. In the post-industrial information society, the power resides with people in charge of storing and dissemination of knowledge and information. India is a prominent sourcing destination across the world with 56% market share in global service sourcing business. India's IT & ITeS sector has expanded at a CAGR 13.7% over 2010 - 2016 which isthree times higher than the global IT-BPM growth which is expected to expand at a CGAR of 9.1% to USD 350 trillion by 2025. India has highly qualified talent pool of technical graduates which is one of the largest in the world. This sector ranks fourth in India's total FDI share and accounts for 37% of total private equity and venture investments in the country. Indian IT firms have delivery centres across the world. As of 2015,IT firms have 670 centres in more than 78 countries. India has reported a cost savings of 60-70% over source countries. It is one of the most preferred destinations for IT / ITeS in the world and continues to be a leader in the global sourcing industry [1].

Information services companies'process data, information and knowledge at various levels and degrees to enhance productivity and profitability. They identify the customer requirements, (data or information) code the software (data or information) according to the customer needs and wants, map processes to solve problems and automat the results as processed data, or automated records or validated information. Hence, it may be concluded that the input (raw material), process / thru put and output in Information services companies'are ideas, information and knowledge.While considering the major radical shift happened in the present post-industrial context, it becomes highly relevant and significant to study the relationship of demographic variables with 'Knowledge management orientation', with reference to Information services companies with special focus on Information Technology (IT) and Information Technology Enabled Services (ITeS) sector.To conclude, Indian Information services andSoftware Industry (IT & ITeS) significantly contribute to the development of Indian sub-continent in multiple and varying ways. Hence, it becomes highly relevant to identify what contributes to the information and knowledge services industry.

II. LITERATURE REVIEW

Knowledgeisconsideredasframedexperiencesandvaluesthatareproduced,whenshared,usedandreused[2].Knowledgeisconsideredtoberelevantandsignificant duetothe abilitytocreateprotection totheorganisationfrombeingimitatedtocreatestrategicequivalentsorlimitationofreplication.Moreover,knowledgeisoneofthemainresourcesthatcreateresourceasedorganisationswherethepossessedresourcesandcapabilitiesdifferthancompetingfirmsinalonglastingway[3,4].Itis[5]whoarguedthatonlywhentheorganisationhastheabilitytobuild,utiliseandprotectknowledgethatisdifficulttoimitate,thenonlyitcanattaincompetitiveness.However,theprocessofgeneration,codificationandtransferofknowledgein organisationsisalsofoundtoimprovebusinessperformanceanddecisionmaking[6].Knowledgemanagement create,expandandexploitknowledgetowardsrealisingtheorganisationalgoals[7].Further,[8]defined "Knowledgemanagement(KM)istheprocessofcapturingacompany'scollectiveexpertisewhereitresides–It may be indatabases,onpaper,orinpeople'smind-anddistributingthe same wherever it can help produce the biggestpayoff".Moreover, [9]introduced the concept of Knowledge management orientation (KMO) rooted in the knowledge based theory of the firm [10]the knowledge creation perspective [11], information processing theory [12]and organizational learning theory [13]. Further, [14]defines Knowledge management orientation (KMO) as the degree to which a firm demonstrates behaviours of organized and systematic knowledge implementation in terms of building on its existing knowledge (organizational memory) as well as sharing tacit knowledge (knowledge sharing), assimilating external knowledge within the existing internal knowledge frame work (knowledge absorption), and being receptive to new knowledge (knowledge receptivity). According to [15]the four dimensions of Knowledge management orientation (KMO) concept encapsulate the organisational mechanisms of managing explicit and tacit knowledge within and from outside the organization, and underpin KM efficiency and effectiveness, which are conducive to firm performance.

KMinfluencesorganisationaldevelopmentpractices,bothinternalandexternal.Keyinternalfactorssuchasculture,leadership,training,processes,humancapitalpoliciesandnetworksareexamplesthattriggerthepresenceofknowledge[16]. Further,[17]considers, knowledgeisakeyfactorinfacilitatingthesuccessofknowledgeintegrationinitiativeswithother practicestowardsbetterorganisationalcompetitiveness.However,thelevelofliteratureavailabledemands the lookout fora better understanding ofwhat ensures the success of KMinitiatives [18]. Themoretheorganisationunderstand howtodealwithitsinformationandexpertise,themoresuchunderstandingwouldleadtobetterproblemsolving,dynamiclearning,strategicplanninganddecisionabilities[19].TheOECD(OrganizationforEconomicCoperationandDevelopment)usedtheterm"knowledgeeconomy"(KE)todrawattentiontoshowtheimportanceofmanagementofknowledgeinalleconomicactivitiesingovernmentandnongovernmentservicesorproducts.Moreover,KEmeasurewasalsofollowedbytheInternationalMonetaryFund(IMF)andEconomicForum.Thispushedorganisationstobenchmarktheirdevelopmentondifferentfactorssuchas KMawareness,KMstrategyandopencommunicationchannels[20].Manyworkshastriedtofindthedifferentinfluencebetweentheorganisationdevelopmentpracticesinpursuitforasustainedknowledgeeconomy[21].KMenhancesorganisationsabilitytoevenproducenewknowledgeandhelpboostknowledgetransferwhichenhancesthegovernmentorganisationcompetitivenessthroughsustainedchangingprocesses[22].Empiricalworkby[23] hasshownthatthesuccessinKMimplementationandusingknowledgesharingcanhaveahighpotentialofenhancingorganisationcompetitiveness.TheimportanceofKMtoorganisationalexcellence(OE)interventionswhichhavebeenbuilton thefoundationofTotalQualityManagement (TQM) and Business Processes Re-engineering(BPR) as the core competenciesoforganisationaldevelopmentpracticeshasbeenidentifiedbymanydifferentstudies[24].Through BusinessExcellenceModels,interestoflinkingqualityapproachesandKMwasraisedoverthepastdecade[25].

Organisationalexcellencepracticesarefoundtocontributetotheorganisationalflexibilityanddealwithoutcomeimprovementsthroughtheconsistentemphasisonvalues[26,27].TheinfluenceofKMonOEprogramsisreflectedthroughitssupporttothebusinessthroughestablishingcauseandeffectrelationshipswhereeffectiveutilisationofknowledgesupportsthe existenceofexcellencepractices[28,29].Further,[30]proposedtheintegrationbetweenKMandOE.Overall,almostallexcellencemodelsproposeaformfororganisationsdevelopmentandhavetriedtocreateaclosedloopcyclebetweenKMandOEthatwouldleadtoinnovationand learning [31, 32].

OrganisationalLearning(OL)istheabilityoftheorganisationtolearnfromwithin and others, whichas[33]hasargued. Thiscouldhaveasignificantinfluenceonhowknowledgeistransferred[34, 35]. Moreover,[36] showedhowtacitknow-howaccountforanorganisationallearningcapabilityandhowitiscriticaltocertainorganisationalrolesthanothers. It was [37]toarguethepossibilityto integrateKMandOLasthedifferencebetweenthetwodisciplinesisshowedtobecomplementaryandhaveacloserelationship.Disciplinessuchasorganisationalinnovation,integrity,accountability,andriskmanagement,seemtobeeffectedifftherelationbetweenKMandOLisclearlyset[38].KMandOLarelinkedtothesatisfactionandtheencouragementforlearningpracticesasaresultoforganisationdevelopment[39].

III. NEED FOR THE STUDY

From the above reviews it very much evident that Knowledge management has potential positive impact on Organisational Development, Competitiveness and Business Excellence. However, [40] investigated the intention to share knowledge and its impact of evaluation apprehension and perceived benefits of knowledge sharing. In their study, women exhibited higher perceptions on knowledge sharing than men. Moreover, [41]

reported that men consistently use knowledge management systems significantly high levels than women such as email, data mining, knowledge repository and yellow page components. It is also reported that there is a positive correlation (0.19; $p < 0.05$) between team tenure and knowledge sharing, indicating that the members with longer tenure are more likely to engage in knowledge sharing [42].

Whilst a growing body of empirical literature focuses on the role of demographic variables and Knowledge management, the focus tends to be on Western contexts with little focus on developing countries and emerging market economies, especially in Information Technology and Information Technology Enabled Service Sectors (ITeS sectors). This study investigates the relationship between Knowledge Management and demographic variables (Gender, professional tenure, marital status) among IT and ITeS sectors in an emerging market economy and developing country such as India.

IV. RESEARCH QUESTIONS

1) Is gender and knowledge management orientation related?
2) Does knowledge management orientation vary with sector (IT and ITeS)?
3) Is knowledge management orientationrelated to marital status?
4) Is knowledge management orientationrelated to Professional tenure?

V. OBJECTIVES OF THE STUDY

The study aims at observing and analysing the similarities or differences in Knowledge management orientation(KMO) among executives working in Information Technology (IT) and Information Technology enabled services (ITeS) sector with respect to their demographical variables such as Gender, Professional tenure and Marital status. The main objectives are:

1) To study the Knowledge management orientation of executives working in (IT) and (ITeS) sectors.
2) To study the similarities or differences with special focus on Gender, Professional tenure and Marital Status on Knowledge management orientationamong the executives working in (IT) and (ITeS) sectors.
3) To study the impact of 'Gender and Professional tenure' on Knowledge managementorientation among the executives working in (IT) and (ITeS) sector.
4) To study the impact of 'Marital Status and Professional tenure' on Knowledge managementorientation among the executives working in (IT) and (ITeS) sector.

VI. HYPOTHESIS FRAMED FOR THE STUDY

1) **Null Hypothesis:** The executives working in (IT) and (ITeS) sector would remain to be homogenous on their scores on Knowledge Management orientation(H_{01})
2) **Alternative Hypothesis:**The executives working in (IT) and (ITeS) sector would differ on their scores on Knowledge management orientation(H_{a1})
3) **Null Hypothesis:** The male and female executives would remain to be homogenous on their scores on Knowledge managementorientation(H_{02})
4) **Alternative Hypothesis:**The male and female executives would differ on their scores on Knowledge Management orientation(H_{a2})
5) **Null Hypothesis:**Professional tenure would remain to be homogenous on their scores on Knowledge Management orientation(H_{03})
6) **Alternative Hypothesis:**Professional tenure would differ on their scores on Knowledge Management orientation(H_{a3})
7) **Null Hypothesis:** The 'Gender and Professional tenure' would remain to be homogeneous on the scores of 'Knowledge managementorientation'(H_{04}).
8) **Alternative Hypothesis:**The 'Gender and Professional tenure' would differ on their scores Knowledge managementorientation(H_{a4})
9) **Null Hypothesis:** The 'Marital Status and professional tenure' would remain to be homogeneous on the scores of 'Knowledge managementorientation'(H_{05}).
10) **Alternative Hypothesis:** The 'Marital Status and Professional tenure' would differ on their scores on Knowledge managementorientation(H_{a5})
11) **Null Hypothesis:** The Married and Single (Unmarried) executives would remain to be homogenous on their scores on Knowledge managementorientation(H_{06})
12) **Alternative Hypothesis:**The Married and Single (Unmarried) executives would differ on their scores on Knowledge managementorientation(H_{a6})

VII. RESEARCH METHODOLOGY:

For the purpose of study, executives working in Information Technology (IT) and Information Technology Enables Services (ITeS) industries of Kerala state were marked as the universe. The perusal of the records of the NASSCOM registered companies resulted in 119 companies having offices in various districts of Kerala State. However, it was identified that majority of the companies are having offices in four districts, 'Ernakulum', 'Calicut', 'Trissur', and 'Trivandrum'. Permission was requested to conduct the study in all the above NASSCOM registered companies. From the list, 'thirteen' companies were shortlisted based on the willingness of the management to carry on the research. Finally, five companies each were selected using lottery method. The list of executives in cross-functional areas with minimum three years was prepared with the help of human resource managers working in the selected companies. The executives with a graduate professional degree such as B.Tech / B.E or Master's degree, engaged in any department (Design / R&D, Software coding, Testing, Pre-sales, Operations, H.R., Marketing, Customer Service, and Finance), with not less than 'three' years of experience were considered to be included in the sample. The sample size was arrived using the Krejcie and Morgan's formula. Hence, 425 respondents from 2125 employees were selected to be included in the sample. Finally, 399 employees responded accurately that was considered as sample.

Knowledge management orientation scale developed by [43] to measure Knowledge managementwas used.Itcomprises'30'itemsandemployssevenpointresponserangingfrom1,'stronglydisagree'to7,'stronglyagree'm easuring the four composite factors which include four sub-scales namely Organisational memory, Knowledge sharing, Knowledge absorption and Knowledge receptivity. The maximum possible score is '210' and the minimum is thirty. Higher scores relate to high level of Knowledge management orientation.

VIII. FINDINGS AND INTERPRETATION

Knowledge management Orientation and Sector:

Null Hypothesis: The executives working in IT and ITeS sector would remain to be homogenous on their scores on Knowledge management orientation (H_o)

Alternate Hypothesis: The executives working in IT and ITeS sector would differ on their scores on Knowledge management orientation (H_a)

Table 1 Knowledge management orientation and Sector (Descriptive)

	Sector	N	Mean	S.D
Knowledge management orientation	IT	203	117.7192	1.81676
	ITeS	196	115.9592	1.93291

Table 2 Knowledge management and Sector

	Levene's test (Equality of variances)			t-test (Equality of Means)						
	F		Sig.	t	d.f	Sig. (2-tail)	Mean Diff	Std. Error Diff	95% Interval	
									Lower	Upper
Knowledge management orientation	Equal variances assumed	0.37	0.56	0.66	397	0.51	1.76	2.65	3.45	6.97
	Equal variancesnot assumed			0.66	394.5	0.51	1.76	2.65	3.46	6.98

Considering the Levene's test for equality of variances, it could be inferred from the above table that as the significance value P value (0.56) > alpha value (0.05), we select equal variances (no differences in the variances). In the t-test the P value (0.51) > alpha value (0.05), we accept the null hypothesis that there is no significant difference between Sector and Knowledge management orientation scores.

Gender and Knowledge Management Orientation:

Null Hypothesis: The male and female executives would remain to be homogenous on their scores on Knowledge management orientation (H_o)

Alternate Hypothesis: The male and female executives would differ on their scores on Knowledge management orientation (H_a)

Table 3 Knowledge management orientation and Gender (Descriptive)

	Gender	N	Mean	S.D
Knowledge management orientation	Male	229	119.8821	24.5421
	Female	170	112.7765	28.3882

Table 4 Knowledge management orientation and Gender

	Levene's Test (Equality of Variances)			t-test (Equality of Means)						
	F		Sig.	t	d.f	Sig. (2-tail)	Mean Diff	Std. Error Diff	95% Interval	
									Lower	Upper
Knowledge management orientation	Equal variances assumed	4.23	0.04	2.67	397	0.01	7.12	2.66	1.88	12.33
	Equal variances not assumed			2.62	332.7	0.09	7.12	2.71	1.77	12.45

On observing the above table and considering the Levene's test for equality of variances, as the significance value (P value 0.04) < alpha value (0.05), we select equal variances not assumed (there is difference in the variances). In the t-test the P value (0.09) > alpha value (0.05), we accept the null hypothesis that there is no significant difference between Gender and Knowledge management orientation score.

Professional tenure and Knowledge management orientation:

Null Hypothesis: Professional tenurewould remain to be homogenous on their scores on Knowledge management orientation (H_0)

Alternate Hypothesis: Professional tenurewould differ on their scores on Knowledge management orientation (H_a)

Table 5 Knowledge Management and Professional tenure (Descriptive)

Number of years		N	Mean	S. D	Std. Error	95% Confidence Interval for Mean		Min	Max
						Lower Bound	Upper Bound		
Knowledge management orientation	3 - 10	193	117.86	27.47	1.98	113.96	121.76	52.00	178.00
	10-20	97	121.45	24.04	2.44	116.61	126.3	57.00	175.00
	20-30	82	102.65	21.35	2.36	97.95	107.34	53.00	153.00
	30+	27	136.3	21.65	4.17	127.73	144.86	97.00	180.00
	Total	399	116.85	26.45	.1.32	114.25	119.46	52.00	180.00

Table 6 Knowledge management and Professional tenure (One way ANOVA)

ANOVA						
		Sum of Squares	d.f	Mean Square	F	Sig.
Knowledge Management Orientation	Between Groups	29005.931	3	9668.644	15.311	0.000
	Within Groups	28436.732	395	631.503		
	Total	29299.429	398			

Table 7 Knowledge Management and Professional tenure (Tukey)

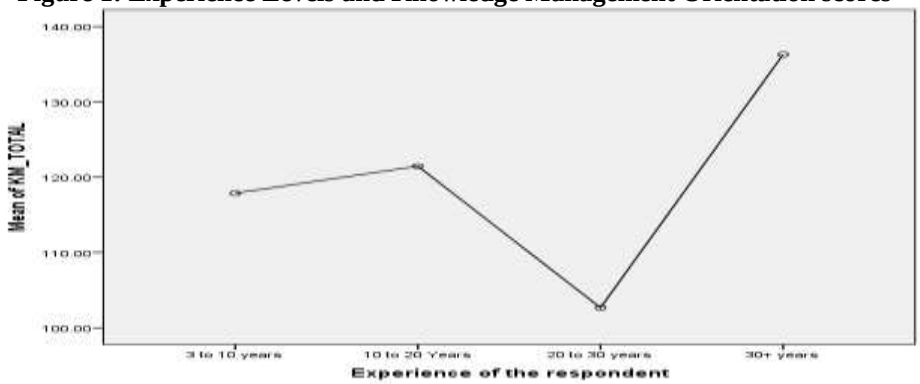
Experience of the respondent	N	Subset for alpha = 0.05		
		1	2	3
20 to 30 years	82	102.65		
3 to 10 years	193		117.86	
10 to 20 Years	97		121.45	
30+ years	27			136.3
Sig.		1.000	0.857	1.000

A one way ANOVA test was conducted to test whether there is any significant difference between Professional tenure and Knowledge management orientation. In the ANOVA test, since the P value (0.000) < alpha value (0.05), we reject the null hypothesis that there is no significant difference between Professional tenure and Knowledge management orientation. The descriptive table and figure 2 (graph) shows that during the initial years of the career, the respondents' (with three to ten years of professional tenure) scores on Knowledge management orientation increases from 117.86 to 121.45 when the respondents advance in their career from eleven to twenty years. And when the respondents gain experience between twenty one to thirty years of professional tenure, their scores on Knowledge management orientation starts decreasing from 121.45 to 102.65. But it is interesting to observe that those respondents who have more than thirty years of experience of professional tenure, tend to show higher scores on Knowledge management orientation.

Further, a Post Hoc test (Tukey's HSD) was conducted to know the Knowledge management orientation scores based on their professional tenure and it could be concluded that the mean scores of the respondents in the twenty to thirty years' of professional tenurehad the least score (102.65) The respondents belonging to the three to ten years' of professional tenurehad a mean score of 117.86 which is slightly lower than the mean score of the respondents belonging to the ten to twenty years' of professional tenure group, while

the respondents having an experience of more than thirty years had the highest mean score of 136.3. The same is also evident from the figure given below.

Figure 1: Experience Levels and Knowledge Management Orientation scores



Experience and Gender on Knowledge Management Orientation

Null Hypothesis: The 'Gender and Professional tenure' would remain to be homogeneous on the scores of 'Knowledge Management Orientation' (H_0).

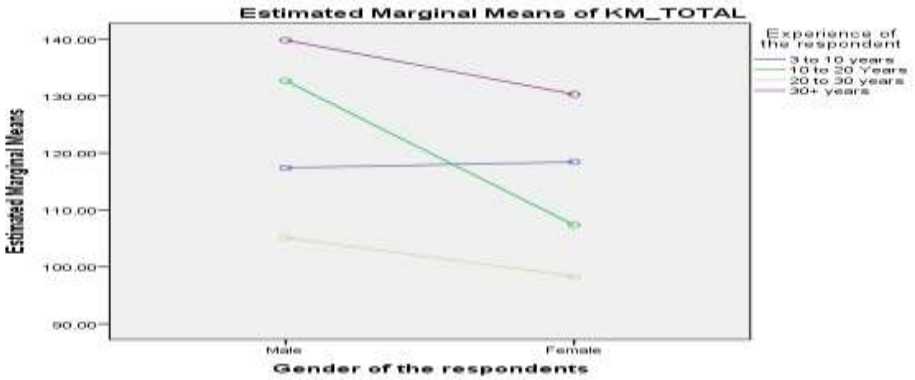
Alternate Hypothesis: The 'Gender and Professional tenure' would differ on their scores on 'Knowledge Management Orientation' (H_a).

Table 8 Professional tenure and Gender on Knowledge management orientation

Source	Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	45874.236[a]	7	6553.462	11.018	.000
Intercept	3288879.720	1	3288879.720	5529.185	.000
Professional tenure	26827.660	3	8942.553	15.034	.000
Gender	6023.446	1	6023.446	10.126	.002
Professional tenure * Gender	11122.889	3	3707.630	6.233	.000
Error	232575.333	391	594.822		
Total	5726797.000	399			
Corrected Total	278449.569	398			

A Two way analysis of variances was conducted to explore the impact of Gender and Professional tenureon the scores of Employee engagement. It is observed that the P value for gender (0.002) < alpha value (0.05) and hence we reject the null hypothesis that there is no significant difference between Gender on the scores of KMO. Also it can be concluded that respondents differ in their scores on Gender and KMO. Similarly, it is observed that the P value for Professional tenure(0.000) < 0.05 and hence the null hypothesis that the respondents' scores on Professional tenure remain to be homogenous on their scores on KMO is rejected and the alternate hypothesis is accepted. The P value (0.000) < alpha value (0.05) and hence we reject the null hypothesis that there is no significant difference between the scores of respondents on Professional tenureand Gender on the scores of KMO. Hence it could be concluded that the respondents differ in their scores on KMO with their scores on Gender and Professional tenure. Moreover, it is evident from the figure given below that there is an interaction between the respondents belonging to different Professional tenure and Gender on Knowledge Management.

Figure 2: Experience Levels and Gender Scores on Knowledge Management Orientation



7.4 Professional tenure and Marital status on Knowledge management orientation

Null Hypothesis: The Professional tenure and Marital Status' would remain to be homogeneous on the scores of 'Knowledge management orientation' (H_0).

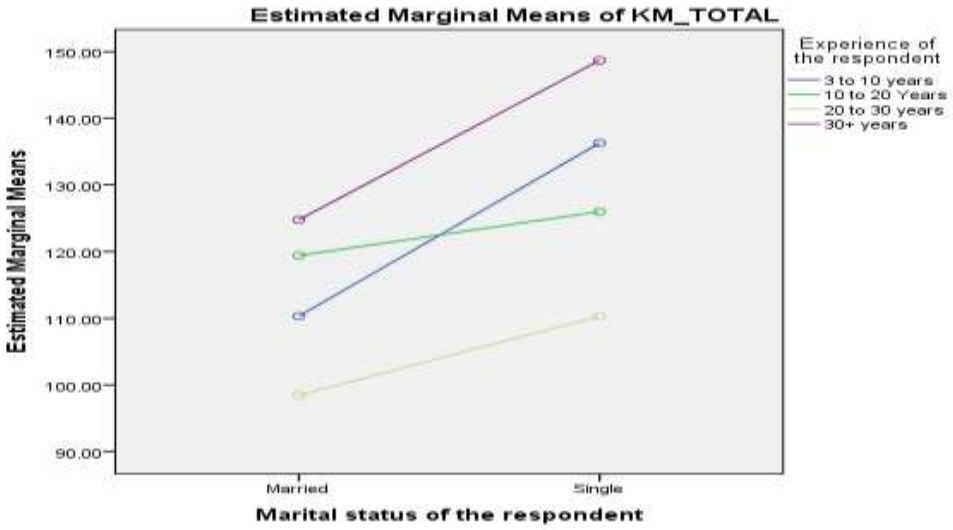
Alternate Hypothesis: The Professional tenure and Marital Status would differ on their scores on 'Knowledge management orientation' (H_a).

Table 9 Professional tenure**and Marital Status on Employee Engagement**

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	63175.158[a]	7	9025.023	16.392	.000
Intercept	3450193.502	1	3450193.502	6266.540	.000
Professional tenure	28188.565	3	9396.188	17.066	.000
Marital	16957.705	1	16957.705	30.800	.000
Professional tenure * Marital	6160.573	3	2053.524	3.730	.011
Error	215274.411	391	550.574		
Total	5726797.000	399			
Corrected Total	278449.569	398			

A Two way between analyses of variances was conducted to find out the impact of Marital Status and Professional tenure on KMO. It can be observed from the above table that P value for Marital Status (0.000) < alpha value (0.05). Hence, we reject the null hypothesis and conclude that there is significant difference between Marital Status and KMO. Further, it could also be observed from the above table that the P value for Professional tenure (0.000) < alpha value (0.05) and hence the null hypothesis that there is no significant difference between the scores of Professional tenureand KMO is rejected. In addition, it could be concluded that the respondents differ in their scores of Professional tenure and KMO. It could be observed from the above table that the P value for Professional tenureand Marital Status (0.011) < alpha value (0.05). Therefore, the null hypothesis is rejected and it could be concluded that there is a significant difference between scores of the respondents on Professional tenureand Marital status on the scores of the respondents on KMO. From the plot given below, it could be inferred that there is an interaction effect between respondents belonging to Professional tenureand Marital Status on KMO.

Figure 3: Professional tenureand Marital Status on Knowledge management orientation



IX. SUMMARY OF FINDINGS

- The Knowledge Management Orientation of respondents does not differ significantly with respect to the Sector (IT and ITeS).
- The Knowledge Management Orientation of respondents does not differ significantly with respect to Gender.
- The Knowledge Management Orientation of the respondents differs with Gender and different levels of Professional tenure.
- Majority of the respondents working in the IT and ITeS sector are married
- Among IT and ITeS sectors, more married respondents are working in the ITeS sector.
- The Knowledge Management Orientation of respondents differs significantly with respect to Marital Status.

- The Knowledge Management Orientation of the respondents differs significantly with Marital Status and different levels of Professional tenure.
- Majority of the respondents working in the IT and ITeS sector have Professional tenure between three to ten years. Also among the total respondents with a Professional tenure between three to ten years, majority are working in the ITeS sector.
- The least majority of respondents, both from IT and ITeS sectors have Professional tenure more than thirty years. All other age groups remained same irrespective of the sector.
- The Knowledge Management Orientation of the respondents differs significantly with respect to different levels of Professional tenure.
- The Knowledge Management Orientation of the respondents differs significantly with different levels of Professional tenure and Marital status.
- During the initial years of Professional tenure, the respondents showed more orientation towards Knowledge management orientation. However, when they advance in their career and gain an experience between twenty one to thirty years, their orientation towards Knowledge management decreases.
- Orientation towards Knowledge management increases as the respondents achieves more than thirty years of experience.

X. SUGGESTIONS

`In IT and ITeS industry, psychometric tests may be used to find out the orientation towards knowledge at the time of recruitment to employ different recruitment options. Adequate awareness programmes may be designed for the executives working in IT and ITeS industry on 'Knowledge management Orientation'. Training and retraining programmes also may be designed to fill the knowledge gap. The scores on, knowledge management orientation differ significantly with their marital Status. Unmarried employees do have high scores on, knowledge management orientation. Hence, it is advisable for the management to find out the reasons behind this situation and take appropriate preventive and corrective measures in the form of awareness building, training and counselling. Moreover, there is an interaction between the respondents' Professional tenure' and marital status on Knowledge management orientation (KMO). Employees having 'professional tenure', between eleven years to thirty years differs significantly on their scores on Knowledge management orientation and in particular, those employees who are married show lower scores on Knowledge management orientation. Hence, management may provide adequate awareness and training programmes on various levels of 'Professional tenure', and consider gender differences as discussed to ensure enhanced levels orientation towards knowledge. In the case of Knowledge management orientation, the employees show progression trend in the initial years of career, but as they reach their mid-career, the orientation towards knowledge declines. However, employees regain their orientation towards knowledge, after they cross their mid-career. Thus, it is recommended that the management may respond appropriately to ensure consistency on Knowledge management orientation throughout the employees' career. They may design various activities, programmes, workshops to tackle and improve such a situations arising in the IT and ITeS industries. Knowledge management orientation of the employees differs significantly with different levels of professional tenure and marital status. Married employees with Professional tenure between eleven to twenty years; as well as, more than thirty years show less affinity towards Knowledge management orientation. Hence, management may focus on these groups and design various interventions to ensure sustained orientation towards knowledge.

XI. FUTURE RESEARCH DIRECTIONS

The following leads are suggested for the future research endeavour in this area of study and research.

1) A nation-wide study may be conducted.
2) Specific demographic dimensions may be identified and study may be initiated suiting to the needs and requirements of the Information services industry.

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