Journal of Knowledge Management Studies

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Journal of Knowledge Management Studies

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12. Practical implementations of knowledge and communication management

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A Conceptual Role of Gandhism Pre and Post Freedom of India: A Critical Analysis

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A B S T R A C T

A standout amongst the most prominently examined and yet many-a-period dubious figure of Indian politics is Mahatma Gandhi. There is not really any zone in the pre or post-independence period that he had left untrampled for Indian improvement and independence. He is such a socio- political figure who is scarcely incomprehensible for somebody to overlook or disregard. He has impacted each part of human awareness and there is not really any discipline that he has left uncommented. Maybe a couple would debate the idea that Mahatma Gandhi was one of the twentieth century's transformative political and spiritual leaders. Among his numerous prominent commitments, Gandhi is appropriately credited with pioneering Satyagraha, protection from oppression however mass common rebellion and vocalizing an otherworldly message that helped the Indian National Congress procure independence from the British in August 1947. In Gandhi's glorified state, there would be no representative government, no constitution, no army or police constrain; there would be no industrialization, no machines and absolutely no modern cities.

Key words –Independence, Freedom, Struggle, Swaraj.

I. INTRODUCTION

Mahatma Gandhi was a man of additional customary courage, determination and perseverance. He was an extraordinary Karmayogin and his entire Ufe was dedicated to the supremacy of the ethical law - the law of truth and love. He cleared out a permanent effect on the social, economic and political circles. He was viewed as an extraordinary progressive, who knew about the noteworthiness of freedom to all the oppressed individuals on the planet. He composed different real works like, Hind Swaraj, The Autobiography, History of Satyagraha in South Africa, Commentaries on the Gita in Gujarati.

Of these works, he deciphered Hind Swaraj in English.

Freedom is not worth having if it does not include the freedom to make mistakes.

-Mahatma Gandhi

A. Gandhiji's Concept of Swaraj and Freedom

The idea of Swaraj has gotten an exceptionally conspicuous place in Gandhi's spiritual, political, social and economic thoughts and has been expressed in his compositions and addresses. He attempted to re-

interpret age old importance of Swarajas per the prerequisite of his opportunity, and utilized the word, Swaraj, to resuscitate the resting soul of Indian individuals. As indicated by Mahatma Gandhi, the word Swaraj was a Vedic word which implied self-rule or the rule which self exercises over itself. To cite him, "The word Swaraj is a hallowed word, a Vedic word, which means self-rule and 1 self-restraint." It was the correct requesting of the different powers of the self and exemplified the journey for self-change. Clarifying the importance of Swaraj he stated, "The root significance of Swaraj is self-rule."Swaraj" may, in this manner, be rendered as disciplined rule from inside."

Gandhiji never endured the sub-ordination of one nation or individual to the next. He wrote in "Harijon", in 1942, "No general public can be based on a disavowal of individual freedom. It is in opposition to the plain idea of man." Denial of freedom is virtual demise. A genuine freedom is one which can be accomplished with self-endeavors with no guide from any corner. Freedom is constantly fundamental on the grounds that without that a nation or an individual can't completely create himself. In Gandhi's logic we can likewise locate a colossal desperation for political freedom. He earnestly argued for freedom in the feeling of national independence. For him, India was supreme and above everything else. Gandhi acknowledged reality of renowned Mantra given by BalGangadharTilak that "Swaraj" (freedom) is the bequests of the Indians. He stated, "For me each ruler is outsider that resists popular supposition." The "Swaraj" of Gandhi's origination was to champion the enthusiasm of the down-trodden and starving millions. "Swaraj", for him was a piece of truth which is God. Genuine freedom or "Purnaswaraj" in India will come when all will have level with circumstances. As per him, a solitary act of heroism couldn't convey freedom to India, yet collective and constructive endeavors of resident alone could bring the coveted natural product. Gandhi additionally supported freedom of discourse and pen and this was the establishment of "Swaraj". Gandhi likewise argued for moral freedom. For him, moral freedom lay not in the self absorbed attestation of the individual, but rather in the distinguishing proof with the spiritual being. Gandhi never acknowledged the hypothesis of freedom as intervention of permit. Freedom brings about self foreswearing for society. Permit implies want to appreciate select privileges even by fall back on violence. Be that as it may, to Gandhi, freedom was an entirety. Moral freedom as liberation from the slavery of passions, national freedom from the servitude of outsider rulers and exploiters and spiritual freedom as liberation and acknowledgment of truth were all periods of freedom [1].

B. Role of Mahatma Gandhi in pre-independence of India

Mahatma Gandhi's Role in India's Fight for Independence: "The most grounded physical force twists before moral force when utilized as a part of the safeguard of truth." - Mahatma Gandhi (Bondurant). Mahatma Gandhi was the primary leader in helping India end up independent through the standards of non violence, self-rule, and the unity of Hindus and Muslims. He achieved this with inactive obstruction or opposition by non violence since he needed to demonstrate that violence isn't generally the best answer. India has not been a free independent nation for quite a while.

It had been under British rule from 1858-1947. India at long last wound up independent on August 15, 1947. Numerous individuals credit India's independence to Mahatma Gandhi as a result of the immense part he played in helping India in its freedom struggle. Alongside Mahatma Gandhi, Muhammed Jinnah and Jawaharlal Nehru helped with making India an independent nation. Gandhi's primary rule in India's he called satyagraha, which implies clutching the truth, truth force, or soul force (Bondurant).

II.   GANDHI AND INDIAN NATIONAL CONGRESS

After his long stay in South Africa and his activism against the bigot arrangement of the British, Gandhi had earned the reputation for being a patriot, scholar and facilitator. Gopal Krishna Gokhale, a senior pioneer of the Indian National Congress, invited Gandhi to join India's battle for freedom against the British Rule. Gokhale out and out guidedMahatma Gandhi about the predominant political condition in India and also the social issues of the time. He by then joined the Indian National Congress and before accepting control over the authority in 1920, headed various unsettling influences which he named Satyagraha [2].

A. Champaran Satyagraha

The Champaran agitation in 1917 was the primary real achievement of Gandhi after his landing in India. The workers of the zone were forced by the British landlords to develop Indigo, which was a cash crop; however its demand had been declining. To exacerbate the issues, they were forced to pitch their crops to the grower at a settled cost. The planters swung to Gandhiji for help. Seeking after a procedure of nonviolent agitation, Gandhi shocked the organization and was effective in getting concessions from the experts. This crusade denoted Gandhi's landing in India!

B. Kheda Satyagraha

Farmers requested that the British unwind the installment of taxes as Kheda was hit by surges in 1918. At the point when the British neglected to pay regard to the solicitations, Gandhi took the instance of the farmers and drove the dissents. He trained them to forgo paying revenues regardless. Afterward, the British gave in and acknowledged to unwind the income accumulation and gave its statement to Vallabhbhai Patel, who had represented the farmers.

III. MAJOR MOVEMENTS LED BY MAHATMA GANDHI FOR THE INDEPENDENCE OF INDIA

Events turning him to an all-India leader: In 1917, Mahatma Gandhi effectively drove the workers of Champaran region against the abuse of indigo- planters. Mr. Gandhi additionally made progress at Kheda against white planters and income specialists. He additionally offered leadership to the plant

laborers of Ahmadabad. The laborers called strike demanding a half wage-hike. Here, Mr. Gandhi initially utilized the weapon of yearning strike. Down to 1919, his intercessions in issues of all India politics had been insignificant. The Rowlatt Act in February 1919 swung him to an all India leader and he began an all India Satyagraha campaign out of the blue.

A leadership with difference: As indicated by Ashin Dasgupta, Mahatma Gandhiji's leadership ascended from grass-root level to upwards. He never forced his leadership upon the general population. Here untruths the contrast between Mr. Gandhi and the early leaders of Congress. He was a beneficiary to the political customs of both the Moderates and the Extremists. In any case, he endeavored to give their reasoning a more practical and dynamic turn. His idea of Swaraj was that of kingdom of God or Ram Rajya that worked for the advantage of the masses. The early nationalists talked at length about the neediness of the masses and colonial exploitation in India but hardly did anything for the masses. Political freedom was not his sole concern. He stressed on destruction of untouchability, setting up of Udyog Sangh, recovery of khadi industry, and other similar measures to enhance the state of the poor masses [3].

As a freedom fighter: As a freedom contender and national leader, Gandhiji was unmatched. As a government official, he remained after from his counterparts. He utilized moral intends to accomplish political finishes. To him, sharp force is the most grounded force, which he utilized against the beast force. The Non-cooperation, Civil Disobedience, and Quit India movement ended up violent at a few spots in view of the detainment of noticeable leaders including Mahatma Gandhi [4].

A. Khilafat Movement Post World War I
Gandhi had consented to help the British amid their battle in World War I. Be that as it may, the British neglected to allow independence post the war, as guaranteed prior, and because of this Khilafat Movement was propelled. Gandhi understood that Hindus and Muslims must join to battle the British and encouraged both the networks to indicate solidarity and unity. Be that as it may, his turn was addressed by numerous Hindu leaders. Regardless of the restriction from numerous Movement finished unexpectedly, every one of his endeavors vanished like a phantom leaders, Gandhi figured out how to store up the help of Muslims. Be that as it may, as the Khilafat.

B. Non-cooperation Movement and Gandhi
Non-cooperation Movement was one of Gandhi's most critical movements against the British. Gandhi's asked his kindred countrymen to stop co-activity with the British. He trusted that the British prevailing in India simply because of the co- task of the Indians. He had forewarned the British not to pass the Rowlatt Act, but rather they didn't give careful consideration to his words and passed the Act. As reported, Gandhiji requested that everybody begin civil disobedience against the British. The British started suppressing the civil disobedience movement by force and started shooting at a tranquil jam in

Delhi. The British asked Gandhiji to not enter Delhi which he opposed because of which he was captured and these further chafed individuals and they revolted. He encouraged individuals to demonstrate unity, non- violence and regard for human life. Be that as it may, the British reacted forcefully to this and captured numerous protesters.

Non-violence is the greatest force at the disposal of mankind. It is mightier than the mightiest weapon of destruction devised by the ingenuity of man.   -Mahatma Gandhi

On 13 April 1919, a British officer, Dyer, requested his forces to start shooting at a quiet assembling, including women and children, in Amritsar's Jallianwala Bagh. Therefore, many guiltless Hindu and Sikh civilians were murdered. The episode is known as 'Jallianwala Bagh Massacre'. Be that as it may, Gandhi reprimanded the protesters as opposed to accusing the English and requested that Indians utilize love while managing the disdain of British. He asked the Indians to cease from a wide range of non-violence and went on fast-to-death to pressure British. He asked the Indians to cease from a wide range of non-violence and went on fast-to-death to pressure Indians to stop their rioting.

C. Khilafat Movement

Gandhiji in the year 1919 moved toward Muslims, as he found the position of Congress was quite frail and precarious. Khilafat Movement is about the worldwide challenge against the status of Caliph by Muslims. At long last Mahatma Gandhi had an All India Muslim Conference, and turned into the principle individual for the occasion. This movement upheld Muslims, all things considered, and the accomplishment of this movement made him the national leader and encouraged his solid position in Congress party. Khilafat movement fallen severely in 1922 and all through their trip Gandhiji battled against communalism, however the gap amongst Hindus and Muslims broadened.

D. Quit India Movement

As the World War II advanced, Mahatma Gandhi increased his dissents for the total independence of India. He drafted a determination requiring the British to Quit India. The 'Quit India Movement' or the Bharat ChhodoAndolan' was the most forceful movement propelled by the Indian national Congress under the leadership of Mahatma Gandhi. Gandhi was captured on ninth August 1942 and was held for a long time in the Aga Khan Palace in Pune, where he lost his secretary, Mahadev Desai and his better half, Kasturba. The Quit India Movement arrived at an end before the finish of 1943, when the British gave clues that total power would be exchanged to the general population of India. Gandhi canceled the movement which brought about the arrival of 100,000 political prisoners [5].

Mr. Gandhi utilized legal and additional legal methods however never embraced immoral or dishonest intends to achieve his objective.

E. Swaraj

The idea of non-cooperation turned out to be exceptionally famous and begun spreading through the length and broadness of India. Gandhi broadened this movement and concentrated on Swaraj. He asked individuals to quit utilizing British products. He additionally requested that individuals leave from government employment, quit examining in British establishments and quit practicing in law courts. Be that as it may, the violent conflict in ChauriChaura town of Uttar Pradesh, in February 1922, forced Gandhiji to cancel the movement unexpectedly. Gandhi was captured on tenth March 1922 and was striven for subversion. He was condemned to six years imprisonment, yet served just two years in prison [6].

IV. ROLE OF MAHATMA GANDHI POST- INDEPENDENCE

The independence cum partition proposal offered by the British Cabinet Mission in 1946 was A Freedom and Partition of India recognized by the Congress, paying little respect to being provoked by and large by Mahatma Gandhi. Sardar Patel convinced Gandhi that it was the most ideal approach to keep up a vital separation from common war and he reluctantly gave his consent [7]. After India's autonomy, Gandhi revolved around peace and solidarity of Hindus and Muslims. He moved his last quick unto-passing in Delhi, and asked for that people stop common brutality and focused on that the portion of Rs. 55 crores, as indicated by the Partition Council assention, be made to Pakistan. Finally, all political pioneers respected his wants and he broke his quick [8].

The motivating presence of Mahatma Gandhi touched base at an end on 30th January 1948, when he was shot by a fan, Nathuram Godse, at point-clear range. Nathuram was a Hindu radical, who considered Gandhi responsible for incapacitating India by ensuring the parcel portion to Pakistan. Godse and his co-schemer, Narayan Apte, were later endeavored and prosecuted [9]. They were executed on fifteenth November 1949.In any case, in a peculiar turn of destiny, his death controlled a portion of the nation's disunity and enabled the political leadership to all the more effortlessly seek after Gandhi's energetic want for a common state, expand upon the principles of majority rule government and resistance. The struggleand triumph for Indian independence resounded all through the British Empire and presently the Crown presided over the disassembling of its dominions in Pakistan, Ceylon, Libya, Gambia, the Sudan, and the Gold Coast. Before the finish of the 1960's most of the rest of the colonies in Africa and the West Indies were additionally allowed independence [10].

V. CONCLUSION

His wonderful life breathed life into endless works of art in the field of writing, workmanship and showbiz. Post-Independence, Gandhi's photo transformed into the foundation of Indian paper cash. Mahatma Gandhi proposed the affirmation and routine with regards to truth, non-violence, vegetarianism, Brahmacharya (chastity), straightforwardness and confidence in God. Regardless of the way that he would be reviewed unendingly as the man who struggled for Indian independence, his most noticeable legacies are the mechanical assemblies he used as a piece of his fight against the British.

Gandhi was a novel national pioneer. He merged in himself the piece of a socio- religious reformer and a pioneer of patriot development. He made Satya and Ahimsa as the commence of the new social demand. He got the standards of non-violence, quietness, and non- cooperation with the choice class to achieve opportunity. Opportunity was to be refined through non-violence and non-cooperation with the choice class. He kept up that dauntlessness is the basic piece of Satyagraha. He hoped to oust an extensive variety of fear from the minds of the all-inclusive community.Mr. Gandhi was a bona fide leader of the masses. No leader before him could set a case of such mass mobilization. Netaji really called him 'Father of our Nation'. He was the man who made the subject of accomplishing independence a worry of individuals of India. Mr. Gandhi is dead yet he has turned out to be everlasting. His place is anchored among the best individuals in Indian History. He was a genuine Mahatma. Peace, love, resistance, and non-violence were the keys to the achievement that he accomplished. The investigation of the life of such an incredible man is an education in itself.

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[9] Brown (1991), p. 380: "Despite and indeed because of his sense of helplessness Delhi was to be the scene of what he called his greatest fast. ... His decision was made suddenly, though after considerable thought he gave no hint of it even to Nehru and Patel who were with him shortly before he announced his intention at a prayer-meeting on 12 January 1948. He said he would fast until communal peace was restored, real peace rather than the calm of a dead city imposed by police and troops. Patel and the government took the fast partly as condemnation of their decision to withhold a considerable cash sum still outstanding to Pakistan as a result of the allocation of undivided India's assets, because the hostilities that had broken out in Kashmir; ... But even when the government agreed to pay out the cash, Gandhi would not break his fast: that he would only do after a large number of important politicians and leaders of communal bodies agreed to a joint plan for restoration of normal life in the city. Although this six-day fast was a considerable physical strain, during it Gandhi experienced a great feeling of strength and peace."

[10]Cush, Denise; Robinson, Catherine; York, Michael (2008). Encyclopedia of Hinduism. Taylor & Francis. p. 544. ISBN 978-0-7007- 1267-0. Retrieved 31 August 2013. Quote: "The apotheosis of this contrast is the assassination of Gandhi in 1948 by a militant Hindu nationalist, NathuramGodse, on the basis of his 'weak' accommodationist approach towards the new state of Pakistan." (p. 544)

The Study of Amount of Predicting Human Resources Development, Through Knowledge Management Value Chain

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A B S T R A C T

Present research has analyzed the amount of predicting human resources development, through knowledge management value chain (creation, storage, distribution, application). All of the employees of a big Iranian Steel Industry Company took part in the survey. 232 people were chosen by using systematic sampling method and the sample size formula. To collect data, two researcher-made questionnaires of knowledge management and human resources development have been used. Also content validity and face validity of questionnaires in this research were confirmed by experts. The validity of both questionnaires was estimated by using Cronbach's alpha coefficient (α) which equals to 0.87 in knowledge management and 0.83 in human resources development. Analysis of the data is done by using inferential statistics (including Pearson r, analysis of variance test and multiple regressions). The result has shown that among the variables of knowledge management, three variables (creation, storage and application) can predict human resources development.

***Key words** –Knowledge management value chain, Human resources development, Knowledge creation, Knowledge storage, Knowledge distribution, Knowledge application*

1. INTRODUCTION

Entering the third millennium, human is observing rapid environmental changes, increasing competition sensitivity, globalizing economy, fundamental change in the business world, the cyberspace, appearing the intellectual capital and knowledge workers in organizations. These are creators of new scenarios that knowledge management is one of them. So in recent years, different organizations have been joining the process of knowledge and new concepts such as knowledge work, knowledge worker, knowledge management and knowledge organizations show the intensity of this process. Through these concepts, Draucker introduced new organizations in which, mental strength ruled rather than physical strength. According to this theory, in future, communities which can expect development and progress that have more knowledge. Thus having natural resources cannot be as important as knowledge. Knowledge organization will achieve the abilities which are able to make enormous strength of little power [1]. Toward this end, most of the organizations have understood that achieving success or even surviving; need something more than achieving knowledge randomly or shortly and there is no way except applying an appropriate knowledge management system [2]. KM is

the process of acquiring knowledge from the organization or another source and turning it into explicit information that the employees can use to transform into their own knowledge allowing them to create and increase organizational knowledge [3]. Fundamentally, knowledge management is about applying the collective knowledge of the entire workforce to achieve specific organizational goals. The aim of knowledge management is not necessarily to manage all knowledge, just the knowledge that is most important to the organization. It is about ensuring that people have the knowledge they need, where they need it, when they need it – the right knowledge, in the right place, at the right time [4]. (Moreover The goal of KM is to improve tasks and sub-tasks, in most cases the creation or generation; acquisition; identification or capture; validation and evaluation; conversion; organization and linking; formalization or storage; refinement or development; distribution, diffusion, transfer or sharing; presentation or formatting; application and evolution of knowledge, with the help of systematic interventions, instruments or measures[5],[6],[7], [8],[9],[10],[11],[12]. (Schuppel & et al., 1996; Wiig & et al. 1997; Probst, 1998; O'Dell and Grayson, 1999; Alavi and Leidner, 2001; Bhatt, 2001; Choo, 2006; Maier, 2007). What we can do, and what the ideas behind knowledge management are all about, is to establish an environment in which people are encouraged to create, learn, share, and use knowledge- together for the benefit of the organization, the people who work in it, and the organization's customers. Actually, creating a knowledge environment usually requires changing organizational values and culture, changing people's behaviors and work patterns, and providing people with easy access to each other and to relevant information resources [4]. The success of knowledge management requires a systematic attitude which consists of all elements and components and knowledge management process. Any detailed look might create serious challenges in the way of success of knowledge management plans. In this regard Shin (2001) defines Knowledge management value chain (KMVC) as a process with four major activities of creation, storage, distribution and application in KM field, which create value for organization via knowledge [13]. Although different researchers have suggested various models to implement knowledge management system in the organization, all of them originate from these four levels. As Argyris (1991) points out: 'The nuts and bolts of management… increasingly consists of guiding and integrating the autonomous but interconnected work of highly skilled people [14].'

Knowledge management is about the management and motivation of knowledge workers who create knowledge and will be the key players in sharing it. Consequently HR can make an important contribution to knowledge management simply because knowledge is shared between people; it is not only a matter of capturing explicit knowledge through the use of information technology but also the distinctive human resource practices help to create unique competencies that differentiate products and services and, in turn, drive competitiveness [15]. Strengthening factors like dutiful and serious

personnel, employee relations, upgrade human resource competencies in organization, and also making a change in organizational culture can act as catalysts to implement management systems [16]. In fact, educating elite and skilled people who is called human resource development is an unavoidable necessity that organizations require strongly to survive and develop in today's changeable world [17]. Briefly the purposes and goals of HRD are: 1) Ensuring congruence between individual and organizational goals and objectives and setting high standard of productivity, efficiency and quality of working life; 2) Enriching employee commitment and role effectiveness through sharing of information regarding mutual rights, obligations and the philosophy, underlying man-management policies and system; 3) Improving organizational effectiveness by providing due guidance to executives and staff in uniform and effective implementation of management policies especially in the area of human resources and 4) Developing collaborative and problem solving approaches in human resource development [18].

HRM practices can also provide people the motives and incentives to participate in KM processes. In knowledge dependent organizations, employees must be willing and motivated to share their education and experience with other employees in order to generate innovation.

2. THEORİCAL FRAME OF RESEARCH

HRD facilitate knowledge flows and innovation by improving employees' ability, motivation and opportunity to access and mobilize one another's knowledge and then transform it into new knowledge and ideas [19]. In knowledge dependent organizations, employees must be willing and motivated to share their education and experience with other employees in order to generate innovation, so HRD practices can provide people the motives and incentives to participate in KM processes [19]. HRD and KM share common activities and purposes while forming work units, teams and multi-functional cooperation and also communication networks within and boundaries of organization. All in all if there is a comparison between KM cycle and HRD processes, it will be difficult to find an area where they have no share. So, present research has tried to survey the amount of predicting human resources development, through knowledge management value chain.

3. METHODOLOGY

Present research has analyzed the amount of predicting human resources development, through knowledge management value chain by descriptive method in correlation type. 1221 employees of one of the Iranian Steal Company with B.S degree and upper took part in the statistical population of this survey. 232 people were chosen by using systematic sampling method and the sample size formula. To collect data, two researcher-made questionnaires of knowledge management and human resources

development have been used. Also content validity and face validity of questionnaires in this research were confirmed by experts. The validity of both questionnaires was estimated using Cronbach's alpha coefficient (α) which equals to 0.87 in knowledge management and 0.83 in HRD.

4. HYPOTHESİS

Knowledge management value chain dimensions have predictability of human resource development in organization.

Table 1, Multiple Correlation Coefficient KMVC dimensions in predicting HRD

Dependent variable	Independent variable	Multiple Correlation Coefficient	Squared Multiple Correlation Coefficient	Squared Multiple Correlation Coefficient of Moderated	F	P
Human Resource Development	First Step Knowledge Application	0.836	0.699	0.698	448.931	0.001
	Second Step Knowledge Application Knowledge Creation	0.857	0.735	0.732	266.121	0.001
	Third Step Knowledge Application Knowledge Creation Knowledge Storage	0.861	0.742	0.738	182.710	0.001

As finding of table 1 show, among the studied variables in regression, the best predicator of HRD in the first step is knowledge application and in the second step, they are knowledge application, knowledge creation and in the third step they are knowledge application, knowledge creation and knowledge storage. According to stepwise multiple regression analysis of results the relation between knowledge application, knowledge creation and knowledge storage with HRD is meaningful. Accordingly in the first step, knowledge application dimension coefficient, 83.6% variance of HRD and in the second step, knowledge application, knowledge creation dimensions coefficients, 85.7% variance of HRD and in the third step, knowledge application, knowledge creation and knowledge storage dimensions coefficients, 86.1% variance of HRD have expressed. Also F at the level of P< 0.01 is meaningful so the regression is extensible to statistical population.

Table 2, Beta coefficient in prediction of HRD

Dependent variable	Independent variable	Non-Standardized beta coefficients Beta	Standard error	Standardized beta coefficients	t	P
Human Resource Development	First Step Knowledge Application	1.976	0.093	0.836	21.188	0.001
	Second Step Knowledge Application	1.542	0.123	0.653	12.588	0.001
	Knowledge Creation	0.786	0.155	0.263	5.074	0.001
	Third Step Knowledge Application	1.418	0.134	0.600	10.619	0.001
	Knowledge Creation	0.664	0.163	0.222	4.081	0.001
	Knowledge Storage	0.382	0.172	0.119	2.224	0.027

Findings of table 2 show that when knowledge application dimension increases one unit, then Beta coefficient increases HRD, 0.600 unit and when knowledge creation dimension increases one unit, then Beta coefficient increases HRD, 0.222 unit, also when knowledge storage dimension increases one unit, then Beta coefficient increases HRD, 0.119 unit. Therefore, according to table 2, regression equation (in the third steps of stepwise multiple regression analysis) to predict HRD is as follows:

HRD= coefficient of stability (31.322) + Knowledge application dimension (1.418) + knowledge creation dimension (0.664) + knowledge storage dimension (0.382).

According to table 3, the relation between knowledge distribution dimensions with HRD was not meaningful.

Table 3, exogenous variables in regression equation to predict HRD

		Beta	t	P
First Step	Knowledge Creation	0.263	5.074	0.001
	Knowledge Storage	0.192	3.67	0.001
	Knowledge Distribution	0.222	3.566	0.001
Second Step	Knowledge Storage	0.119	2.224	0.027
	Knowledge Distribution	0.1	1.464	0.145
Third Step	Knowledge Distribution	0.067	0.952	0.343

5. CONCLUSION

The main task of HRD is supervision, assessment and involvement in the structure of creation, distribution and application knowledge of employee and in addition the set of HRD activities has a great influence on creating and maintaining capabilities and abilities of employees in organization. According to the experts KM is an integrated and systematic approach in identifying, capturing, retrieving, sharing and assessment of enterprise's information assets which includes data base, documents, procedures, policies as well as tacit expertise and experience resident in individual workers. With this approach, KM is able to challenge HR in intellectual dimensions, occupational identity and their unique differences and in this regard it will create sustainable competitive advantages. KM's perspective drives HRD purposes into creating, educating and revising resources and organizational interactivities. The result of survey showed that successfully implementing of KM and applying it, is one of the most important factors to increase the amount of predicting HRD. In the other word HRD is possible when the process of knowledge and applying it, is attended completely. If modern knowledge is used in organization, it can be claimed that HRD has happened. As table 3 shows, in this industrial company there is no meaningful relation between distributing knowledge and HRD and three variables containing- creating knowledge, storing knowledge and applying knowledge- can predict HRD. The world that knowledge has been changed to capital and competitive advantages of organizations, it is possible to claim that the more developed organizations in HR dimension have had more powerful strategies in the KM context. KM and its related processes are intelligent intellectual systems which can

educate professional employees and have strategic view to human resources. This attitude has provided the base of employee's consultation in organization and facilitates investment in learning; show the values of learning, identification the intellectual models, establishment the thinking systems and distribution of learning culture and finally human resource development. Also HRD underlines active organizational development, optimized patterns, emphasizing on quality of products and services, the increase of conceptual and operational and organizational results.

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Development of an Empirical Model of Knowledge Management in Organized Retail Sector using Path Analysis

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A B S T R A C T

Background: *The relevance of knowledge management is bi-fold. It has both academic and industrial relevance. For the researcher to explore knowledge management in organized retail sector it was essential to identify critical success factors of knowledge management and knowledge management dimensions. A thorough review of literature was conducted to identify these underlying factors and a model of knowledge management in organized retail sector was proposed. Objectives: The purpose of the study was to empirically test the factors stated in the knowledge management model. Eight dimensions of knowledge management and five critical success factors were identified. The objective of the study was multifold. The research examined the impact of critical success factors on knowledge management dimensions using path analysis. To actualize this aim following hypothesis were formulated:*

Ho1: *There is no significant relationship between critical success factors and knowledge management dimensions.*

Methods: *A knowledge management scale was developed which was pretested on a sample size of 75. The reliability of the scale through Cronbach's Alpha was calculated as 0.92 that is highly significant. The final sample size for the study was 479, which was collected using multistage sampling technique. Multiple regression and path analysis was used for data analysis. Data was analyzed using IBM SPSS v.21.0*

Major Findings and Conclusion: *The null hypothesis was rejected. Thus, the model successfully predicted the critical success factors, knowledge management dimensions and their correlational relationship. There was a significant relationship between critical success factors and knowledge management dimensions. The study also proposed an improved model of knowledge management in organized retail sector that will be further developed in subsequent research..*

Key words – Knowledge Management, Organized Retail Sector, Empirical Model, Path Analysis

1. INTRODUCTION

For the researchers to explore KM in organized retail sector it was essential to identify factors that differentiate retail organizations from other organizations. Thus the research was conducted in two phases. The first step explored the factors that might define retail organizations as knowledge intensive organizations, which does not form a part of this research. And then from evidence drawn in the first phase assess the relationship between critical success factors of KM in organized retail sector through the help of an empirical model.

The leading research question of this investigation is to what extent knowledge management is present in organized retail sector. On the one hand the focus is broad enough to cover interesting mix of perspectives, approaches and theories. On the other hand, it is a clear goal to rigorously study the notions of knowledge management in organized retail sector and gain insights into its implementation and deployment. The result is a compromise between rigor- a focused study of KM in organized retail sector and relevance – a holistic perspective on the same.

2. REVIEW OF LITERATURE:

The dimensions of Knowledge Management identified were Knowledge Analysis or Identification, Knowledge Design, Knowledge Implementation, Knowledge Maintaining and Monitoring, Knowledge Evaluation, Knowledge Capturing and Acquisition, Knowledge Reusing and Sharing, Knowledge Reviewing and Approving (Nissen et al, 2005; Wong and Aspinwall, 2004; Tserng and Lin, 2004).

The critical success factors identified for implementation of successful knowledge management in an organization were Organizational Culture, Management Leadership and Support, Organizational Infrastructure, Policies and Strategies, Incentives (Schein, 1993; Grant, 1996) Several models were also reviewed in order to develop the preliminary model, viz., McInerney, 2002; Ferneley et al, 2002; Skanska, 2007; Robinson et al, 2004

3. STATEMENT OF THE PROBLEM:

The focus of this study is on the organized retail sector in India. The research aims to identify how far selected retailers in India have gone in implementing knowledge management and to what extent knowledge management has improved the performance of organization. For the stated aim of the research specific objectives have been developed and methodologies followed. The specific objectives of the research are as follows:

- To determine the dimensions of knowledge management cycle and critical success factors.
- To examine the impact of critical success factors on knowledge management dimensions.
- To develop a relevant model of knowledge management in the organized retail sector

To actualize the above stated objectives, the following hypotheses was formulated:
Ho1: There is no significant relationship between critical success factors and knowledge management dimensions.

4. RESEARCH METHODOLOGY:

To investigate KM critical success factors, and KM cycle dimensions in the organized retail sector questionnaires have been used.

A questionnaire of 60 items was used in the study. The study was conducted with a sample of 479 knowledge workers. Different samples have been taken from primary units, then secondary samples have been taken from primary units, and then tertiary samples have been taken from the secondary units. The sample design selected meets the criteria of a good sample design. It is a representative sample. It is viable in context of funds available to theresearcher. The multi stage sampling technique was selected considering the representation basis and element selection basis (Kothari, 2004) The questionnaire was divided into two sections: one measuring the amount of KM activities, tools and procedures used in the organized retail sector and the second section measured the critical success factors of knowledge management in the organized retail sector.

Cronbach's Alpha is a popular approach used to assess reliability of the scale. The overall Cronbach's Alpha value for the developed scale is:

Table 1. Cronbach's Alpha Overall Value

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.971	0.908	60

As evident from the above table the overall Cronbach's Alpha value for the entire scale if 0.971. The table was calculated using SPSS 21.

5. RESULTS AND DISCUSSION:

Table 5.1. presents the results of regression analysis summary. The table shows the predictors (organizational culture, management leadership and support, policies and strategies and incentives) on outcome variables (knowledge analysis, knowledge design, knowledge implementation, knowledge maintaining, knowledge evaluation, knowledge capturing, knowledge reusing and knowledge reviewing) values of R, R2, F values and significance level.

Table 2. Summary of Multiple Regression Analysis (Critical Success Factors on KM dimensions)

PREDICTORS	**OUTCOME**	**R**	**R$_2$**	**F Value**	**Sig.**
Organizational Culture	KM Dimensions	0.765	0.584	86.041	0
Management Leadership & Support	KM Dimensions	0.724	0.524	81.076	0
Organizational Infrastructure	KM Dimensions	0.7	0.49	58.603	0
Policies and Strategies	KM Dimensions	0.613	0.376	55.487	0
Incentives	KM Dimensions	0.533	0.284	73.703	0

As evident from table 4.6 the relationship between the critical success factors of knowledge management and dimensions of knowledge management are highly significant. Based on multiple regression and analysis of covariance the proposed KM model was tested in five stages using path analysis through IBM SPSS AMOS version 21.

Figure 1. Path Analysis Diagram for predicting Organizational Culture on Knowledge

Management Dimensions
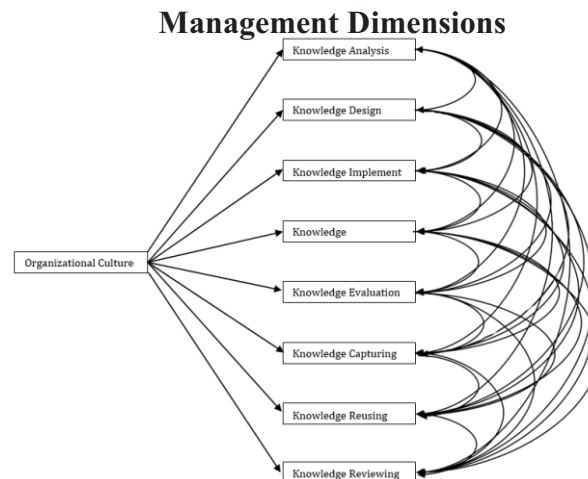
The above figure 4.7 has co-variances and correlation values of inter related variables. The model integrates and correlates all the factors of knowledge management with organizational culture. If we have a look at the correlation values on the one-directional arrows we see significant correlational values. Thus, the relationship between organizational culture and knowledge management is well supported. Path analysis also shows that there is a significant positive relationship between the two variables. The other models also had significant values and predicted the proposed hypothesis well.

6. CONCLUSION:

Thus we may predict that the critical success factors organizational culture, management leadership and support, organizational infrastructure, policies and strategies and incentives are a significant predictor knowledge management dimensions including Knowledge Analysis / Identification, Knowledge Design, Knowledge Implementation, Knowledge Maintaining and Monitoring, Knowledge Evaluation, Knowledge Capturing and Acquisition, Knowledge Reusing and Sharing, and Knowledge Reviewing and Approving.

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The Impact of Training on Employee Job Satisfaction and Job Performance - A Comparative Study of Private Sector and Public Sector Banks

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A B S T R A C T

Human life has become very complex and completed in now-a-days. In modern society the needs and requirements of the people are ever increasing and ever changing. When the people are ever increasing and ever changing and the people needs are not fulfilled they become dissatisfied. Dissatisfied people are likely to contribute very little for any purpose. The training is as a planned activity aimed at improving employees' performance by helping them realize an obligatory level of understanding or skill through the impartation of information. Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology. The purpose of this study was to know the impact of training on employee job satisfaction and job performance of private sector and public sector banks.

Key words: Job satisfaction, performance, and training

INTRODUCTION

In previously studies, there are plentiful of job satisfaction research that often in two different types of variable which effect on job satisfaction (Steijn, 2002). First, individual characteristics define as race, gender, educational level and age such as the study of Reiner and Zhao (1999) explain a significant effecton age whereas Ting (1997) clarifies age and race associated effect to job satisfaction. On the other hand,in the second place in most studies are work environment as supported by Herzberg (1966) as theprimary determinant of employee job satisfaction. For example, Reiner and Zhao (1999) employ five dimensions of the work environment; skill variety, task identity, task significant, autonomy, and feedback.However, their study is lack of explicitly variables related to the personal practices in this period (Steijn,2002). In the recent year, the literature on Human Resource Management (HRM) emphasis on the highperformance working system practices' on job satisfaction as hence employee performance and contributed the organization performance. Job satisfaction is one of the most widely studies work-related attitudes in the fields of industrial and organizational psychology, and organizational behavior (Spector, 1997). Many researchers identify in several ways in definition of job

satisfaction. Greenberg and Baron (1997) define job satisfaction as an individual's cognitive, affective, and evaluative reactions towards his or her job. Locke (1976) provides more specific definition on job satisfaction as the state where one's needs and one's outcomes match well. According to Cranny, Smith and Stone (1992) job satisfaction is a combination of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared to what he or she actually receives. Job satisfaction is a factor that would induce the employee to work in the long term position. Regardless of job satisfaction the organization or firm would confront with the cost of recruitment caused by turnover. For this reason, the organization should pay attention to employees' job satisfaction as well.

TRAINING AND DEVELOPMENT

Training is the formal and systematic modification of behaviour through learning which occurs as a result of education, instruction, development and planned experience. It is acquisition of technology, which permits employees to perform their present jobs to standards. It improves the human performance on the job, the employee is presently doing or being hired to do..Development also sometimes distinguished from training, as development defined in terms of broader capability to take up future work and career opportunities, beyond the competencies required for a current position. It is concerned more with career growth than immediate performance. It enables leaders to guide their organisation onto new expectations and enable workers to create better products, faster services, and more competitive organisations. Collett (1998) refers to the need to "keep the twin activities of training and development in balance – to develop capability [for future work] not just competence [for current position]". Thus, manpower training and development are two interrelated processes whose importance cannot be overemphasized in any discussion of human resource management. It is related to the series of activities, which an enterprise would need to embark upon to improve the quality of its managerial capital

REVIEW OF LITERATURE

Malika and Ramesh (2010), conducted a study to measure the level of satisfaction among the employees of public and private banks in Cuddalore district of Tamilnadu and data was collected from 400 respondents of six banks. He examined that job satisfaction is highly correlated with organisational commitment, job involvement and organisational climate among public banks. The study compared the satisfaction level of the employees of both sectors and concluded that public banks' employees are more satisfied while private banks employees are seemed to be is satisfied with their promotion policies, salary structure and job security. They observed to be overloaded with their work.

Absar et al (2010) investigated the influence of compensation practices on public and private industrial enterprises in Bangladesh. The study reveals that compensation practices performed in private banks are much better than public sector banks. In every facet of compensation practices such as competitiveness

of salary and benefits, competency-based compensation, performance based compensation, regularity in pay survey, and non-financial benefits, the public sector enterprises are in a lower position than the private sector enterprises. The salaries are offered to employees on the basis of seniority and position and pay in public sector are also revised after several years. This results unprofessional conduct, poor motivation, and fraud in the public sector enterprises.Hamdia Mudor & Phadett Tooksoon (2011), attempts to find out the effect of three human resources management (HRM) practice (supervision, job training, and pay practices) on employee turnover. The study reveals that job satisfaction plays an important role to employees' turnover because it would lead employee resigned when their job satisfaction is low. The results indicate HRM practice a positively and significantly correlated with job satisfaction.

K. Karthikeyan et al. (2011), analysed that Human Resource Management first serves the organisational interest and in that context, "Training is an Investment rather than a cost to the organisation". As jobs have become more complex in the banking sector, the importance of employee training has increased. This study examines, when effectiveness of training increases it directly has a positive influence on growth & result of the banks. In the banking sector, employee's behaviour plays a vital role in improving the productivity of an organisation.

Michel Zaitouni & Nabeel N. Sawalha (2011), investigates the impact of Human Resource Management (HRM) practices on the continuance, and organisational commitment among employees in the banking sector in Kuwait and found that only fair rewards and information sharing were significantly associated with continuance commitment and retention of the employees. This could be due to the fact that the majority of employees in the banking sector of Kuwait are expats, and are likely to be committed to their organisation not only emotionally but also because of the dollar value of their job. Majumder (2012), focused on HRM practices used in the private banking sector in Bangladesh and its impact on employee's satisfaction. He analyzed the data collected from 88 employees and reveals that various HRM practices do not satisfied the employees equally. He gain an insight of various activities and found that there is a need of improvisation in the current HRM practices followed in private banks of Bangladesh. Most of the employees are dissatisfied with compensation package followed by perks and incentives, career growth, training and development, supervision style, and job design and responsibilities.

Mani &. Joy (2012), The study examine the impact of training and development system on employees' job satisfaction in Indian banks.. Six banks have been selected in the study, four from public sector and two from private sector banks. The sample size of 400 employees has been used in the study and they

found that only customer satisfaction being the mantra for success in the banks. The study analysed and found that the employees with the age group of 40- 50 have the lowest satisfaction. They further found that male staff is more satisfied in public banks while both male and female staff have same level of satisfaction in private banks. Among the various designations of the staff Officers have the highest satisfaction among the public sector banks. The lowest satisfaction has been found among the Assistant General Managers. However, among the private sector banks, it is the Managers who showed the highest satisfaction and the lowest satisfaction is among the Sr. Managers.

Chandra Sekar &. Sundhararaman (2013), carried out the study to examine the existing practices of the various aspects of training program and its effectiveness in selected public and private banks in Tiruchirapplli district in South India. The study reveals that when effectiveness of training increases, it influence positively on bank's growth and performance. Thus, the training is essential to increase the employee productivity and customer satisfaction in order to meet the present challenges in banking sector.

Vikram Jeet & Sayeeduzzafar (2014), The study explores the impact of human resource management practices on job satisfaction on private sector banking employees in India. They conducted the study on HDFC banks and considered 5 practices including training, team work, performance appraisal, compensation, and employee participation. After collecting and analyzing the data they found that none of the human resource practice has the high correlation, which is above the standard rule of thumb 80%. They examined that performance appraisal, team work and compensation are positively correlated with job satisfaction but the training has the maximum impact on satisfaction of employees.

STATEMENT OF THE PROBLEM

Job satisfaction is very important for all employees of organization, association, institutions and business. This study aspires to discover the impact of training on employee job satisfaction and job performance of private sector and public sector banks. Job satisfaction on working condition, performance appraisal, work relationship with management and co-workers, training and development and also overall job satisfaction. To understand the level of the job satisfaction in the public and private sector. Hence, there is a need to study the job satisfaction of public and private sector employees.

OBJECTIVES OF THE STUDY

1. To assess the level of job satisfaction of employees of the private and public sector banks

2. To investigate the existence of any association between Training and development and job satisfaction in public sector and private sector

3. To examine and compare Training and development and job performance in public sector and private sector

Hypothesis

H0 There does not exist any association between Training and development and job satisfaction in public and private sector

H1 There exist the relationship between Training and development and job satisfaction in public and private sector

H0 Training & development has no significant impact on job performance among employees public and private sector

H1 Training & development has a significant impact on job performance among employees public and private sector

RESEARCH METHODOLOGY

The present study is an exploratory research. The study makes use of both primary and secondary extensive To investigate the existence of any association between Training and development and job satisfaction in public sector and private sector and also to examine and compare Training and development and job performance in public sector and private sector. The study has been carried out through a well-structured questionnaire that is personnel administered to each of the 100 members. The data collected is codified tabulated and processed for the purpose and analysis of the study, various statistical tools were made use .The test was conducted using specialized Statistical package viz., SPSS, Descriptive statistics and Regression analysis,

Table 1: Descriptive statistics

	N	Mean	Std Deviation	Std Error mean	t	df	Sig (2 tailed)
Public	100	4.6345	0.75689	0.05141	-2.429	320	0.001
Private	100	4.8675	0.62598	0.04451	-2.455	332	0.001

Source: Survey data

From above table 1 it indicate the level of job satisfaction of employees of the private and public sector banks. The results indicated the mean values to be 4.63 for public sector employees and

4.86 for the private sector banks. The two –tailed significant values obtained were 0.001 for both the private and the public sector banks that imply that the results are statistically significant and implies that level of job satisfaction of employees of the private and public sector banks

Table 2: Model Summary Of Training And Development And Job Satisfaction In Public Sector And Private Sector

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	Sig. F Change
Private Sector Bank	.541a	0.256	0.245	0.45897	0.262	50.254	1	0
Public Sector Bank	0.625	0.28	0.315	0.52654	0.34	79.102	1	0

Source: Survey data

Table 3: Coefficients of Training and development and job satisfaction in public sector and private sector

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	sig	Lower Bound	Upper Bound
Private	(Constant)	1.621	0.248		6.355	0	1.002	2.215
	JS_Private	0.516	0.089	0.551	7.258	0	0.49	0.795
Public	(Constant)	0.858	0.225		4.216	0.001	0.257	1.201
	JS_Public	0.699	0.07	0.624	8.76	0	0.528	0.825

Source: Survey data

From above table 2 and 3, it indicates the linear regression model was conducted to test the Training and development and job satisfaction in public sector and private sector. In the case of public sector employees, 34% of the variation in the could be explained through training and development and job satisfaction while only 26% could be explained in private sector employees. Using the F value, it can be observed how well the regression model fits the obtained data. It is clearly understood that the research model is highly statistically significant at a confidence level of 95% for both public.

Table 4: Model Summary of Training and development and job performance in public sector and private sector

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics			
					R Square Change	F Change	df1	Sig. F Change
Private Sector Bank	.528a	0.252	0.268	0.52598	0.285	70.325	1	0
Public Sector Bank	.584a	0.29	0.358	0.65987	0.325	90.428	1	0

Table 5: Coefficients Training and development and job performance in public sector and private sector

Model		Unstandardized Coefficients		Standardized Coefficients				95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	sig		Lower Bound	Upper Bound
Private	(Constant)	1.624	0.28		6.365	0		1.112	2.258
	JS_Private	0.518	0.09	0.58	7.258	0		0.46	0.774
Public	(Constant)	0.754	0.218		2.214	0.001		0.354	1.208
	JS_Public	0.8	0.08	0.62	8.758	0		0.54	0.945

Source: Survey data

From above table 4 and 5, it indicates the linear regression model was conducted to test the Training and development and job performance in public sector and private sector. In the case of public sector employees, 32.50% of the variation in the could be explained through training and development and job satisfaction while only 28.50% could be explained in private sector employees. Using the F value, it can be observed how well the regression model fits the obtained data. It is clearly understood that the research model is highly statistically significant at a confidence level of 95% for both public and private sector.

FINDINGS

- The level of job satisfaction of employees of the private and public sector banks. The results indicated the mean values to be 4.63 for public sector employees and 4.86 for the private sector banks.

- The two –tailed significant values obtained were 0.001 for both the private and the public sector banks that imply that the results are statistically significant and implies that level of job satisfaction of employees of the private and public sector banks.

- In the case of public sector employees, 34% of the variation in the public sector could be explained through training and development and job satisfaction while only 26% could beexplained in private sector employees. Using the F value, it can be observed how well the regression model fits the obtained data. It is clearly understood that the research model is highly statistically significant at a confidence level of 95% for both public

- In the case of public sector employees, 32.50% of the variation in the public sector could be explained through training and development and job satisfaction while only 28.50% could be explained in private sector employees. Using the F value, it can be observed how well the regression model fits the obtained data. It is clearly understood that the research model is highly statistically significant at a confidence level of 95% for both public

CONCLUSION

Job satisfaction viewed as a positive emotional state resulting from the pleasure a worker derives from the job, a state where one's needs and one's outcomes match well and conceptualized in terms of satisfaction with work, involvement in work and commitment to work. he purpose behind this study is to give evidence base for improving the quality of work life of bank employees through exploring their stress level and its impact on job performance. The study is mainly carried on in order to know the impact of training on employee job satisfaction and job performance of private sector and public sector banks. The study also proved there exist association between TD and job satisfaction in public sector and private sector and also training & development has a significant impact on job performance among employees.

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Parameter Based Ranking of Ict Tools Used in Education

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A B S T R A C T

The role that communication and interaction plays in the teaching-learning process is a critical success factor in educational paradigms. E- learning can contribute to the quality of education. E-learning offers opportunities for the optimizing interaction and communication between lecturers and learners. ICT tools are an important medium for such interaction and communication.

ICT tools have world wide acceptance. These tools are having its potential for increasing productivity by making learning available anywhere and anytime. These tools allow learners to participate in educational activities without the restrictions of time and place. ICT tools have the power to make learning more widely available and accessible than we are used to in traditional learning environments. The technology, industry & the educational system have strong linkage & close association. The 21st century educational system aims to develop competency among students by providing functional based education through extensive usage of digital technology & thus provides efficient human resources required by the corporate to sustain in today"s competitive global environment.

This paper attempts to find an answer weather ICT tools employed in B-school educational system are effective to develop competent human resources for the corporate (applications) & that too according to the fast changing global requirements.

This paper also focuses on various parameters to measure capacity of ICT tools. The authors have selected 5 ICT tools based on various categories. The survey of students done to observe effect of various parameters on the capacity of ICT tools. The matrix has been plotted based on those values. The capacity of tools is calculated by using weighted average method. Selected tools have given ranking based on their calculated capacity.

Key words : ICT tools, competency, capacity, parameters, matrix.

INTRODUCTION

The education is a socially oriented activity. It plays vital role in building the society. The quality education traditionally is associated with strong teachers having high degrees. Using ICTs in education it moved to more student –centered learning. Education determines standard of society. The quality education helps to empowering the nation in all aspects by providing new thoughts, the ways of implementation of various technologies and so many such things.

As world is moving rapidly towards digital information, the role of ICTs in an education becoming more and more important and this importance will continue to grow and develop in 21st century. ICT has begun to have a presence but unfortunately we are lacking to achieve its desired impact.

The functional based education is the need of the society. B-school education is one of them. B-schools are trying to develop interface with the corporate section. The aim of this interface is to provide human recourses to the corporate in the form of fresher students. B-schools have adopted number of effective teaching & learning methodologies. Education must expand to meet rising skill needs. Technology is the most effective way to increase the student"s knowledge, engagement and required skills. Educational systems need to be strong links with business and economy.

- **ICT and ICT tool:**

ICT is an acronym that stands for "Information Communication Technologies". Information and communication technologies are an umbrella term that includes all technologies for the manipulation and communication of information. ICT considers all the uses of digital technology that already exists to help individuals, business and organization.

A tool is a device or implement, especially one held in the hand, used to carry out a particular function. "A learning tool is a tool to create or deliver learning content/solutions for others, or a tool for your own personal or professional learning."

- **Need of the ICT Tools:**

The quality education traditionally was associated with knowledgeable teachers having high degrees. Conventionally it was more teacher-centered. It is the need of the day to improve quality & structure of the syllabi by enforcing competency & performance based approach towards it. Use of ICT makes it possible to promote transformation of education from teacher-centered to students-centered institutes. The quality education now a day means knowledgeable teachers with required skill sets, practical approach towards the subject in addition to the theoretical knowledge, effective integration of technology in an education etc.

- **Parameters identification and weight Assignment:**

To identify parameters which are affecting the ICT tools was a challenging task. Authors have suggested fourteen such parameters based on opinions of various developers from IT industries, students and academicians who are actual end users. The expectations from the tools in various aspects like teaching, learning, student engagement, improvement in education, to keep a pace with globally changing demands are considered before finalizing these parameters. There 14 parameters have assigned variables from P1,P2,….P14.

.Each parameter has assigned a weight. This weight assignment is based on the importance of the concern parameter in the working of the tool. There are 14 weights for all parameters. These weights have assigned variables from W1,W2,....W14. Following is the table showing identified parameters, and weights with their symbols.

Parameters affecting the ICT tools:

Parameter	symbol	Definition	Weight symbol	Weight
Accuracy	P1	Capacity to produce accurate results.	W1	5
Response Time	P2	Time to get response to the user's query.	W2	4
Scalability	P3	Capacity to handle volume of task.	W3	2
Cost Effectiveness	P4	Comfort of user to the tools cost/ how much cost is suitable to the user.	W4	3
Functionality	P5	Capacity to provide various services/ functionalities.	W5	5
Student Engagement	P6	Capacity to engage students for learning .	W6	4
Productivity	P7	Quality of the output.	W7	4
Security	P8	Capacity to provide security to contents, tansactions, data.	W8	3
Content Reliability	P9	Capacity to provide reliabile contents. / rationality.	W9	3
User Satisfaction	P10	Capacity to satisfy the user.	W10	3
User friendlyness	P11	Capacity to provide user friendliness to the user.	W11	3
TimeConsumptio n	P12	Capacity to save the user's time.	W12	2
Capacity to enhance learning	P13	Capacity to improve quality of learning.	W13	3
Applicability	P14	Capacity to apply to apply the tool to various perpuses or subjects.	W14	4

An authors have suggested some parameters which may help to measure working capacity of tool.

- **Research Methodology used**
- **Capacity of ICT tool:** Capacity is „the amount that something can produce". It is difficult to measure capacity of ICT tool but authors have suggested some parameters to calculate working capacity of ICT tool. These parameters are suggested based on the expectations of user from the tool.

ICT tools are divided into 10 categories.

1. Educational and training tools
2. Video, Audio and image tools
3. Communication tools
4. Networking and collaboaration tools
5. Web , blogging and Wiki tools
6. Book Marking and curation tools
7. Office Tools and Ancillaries
8. Productivity Tools
9. Browsers, readers ans dashboards
10. Mobile devices and synchronization tools

Out of above mentioned categories authors have selected five ICT tools. Selected tools are-

A] Educational & Learning Tools:

1. Articulate [Educational & Training Tools - Authoring tools] http://www.articulate.com

Articulate provides e-Learning authoring software, ie. Articulate Studio (which includes Presenter, Engage and Quizmaker) and Storyline.

2.Camtasia Studio [Educational & Training Tools : Authoring tools]

www.techsmith.com/camtasia.html

Camtasia (from Techsmith) is a tool that will let you record your screen to create training, demo, and presentation videos, or screencasts.

3. Moodle [Educational & Training Tools : Learning Platform] www.moodle.org

Moodle is a free, open source web application that educators can use to create course management systems.

B] Video, Audio, Image Tools

4. Adobe Edge Animate https://creative.adobe.com/products/animate With Adobe Edge Animate you can create animated and interactive content. It is easy to use and interactivity features like animation control and looping are also available. It works well on IOS and Android, as well as on desktop browsers like Chrome, Safari, Firefox, and Internet Explorer 9.

C] Survey Tools

5. Survey Monkey [Survey Tool] www.surveymonkey.com

SurveyMonkey is the world‟s most popular online survey tool . It‟s easy to set up free surveys, polls, questionnaires, customer feedback and market research.

The survey is conducted for selected ICT tools. Following Matrix is plotted. Students have been aked to fill the matrix and data is collected.

	p1	p2	p3	p4	p5	p6	p7	p8	p9	p10	p11	p12	p13	p14
Articulate														
Camtasia Studio														
Moodle														
Survey Monkey														
Adebe Engine														

Matrix for data collection

For each tool its working capacity is calculated based on the weighted average formula.

Formula of Weighted Average:

Weighted Average $= \sum P_i W_i$ / sum of weights * no. of parameters

Where,

P = observation (actual value of parameter from the respondent)

W = weight of parameter

I = 1,2,3,……,14

Weighted Average Calculation for or selected tools:

Atrticulate

	p1	w1	p2	w2	p3	w3	p4	w4	p5	w5	p6	w6	p7	w7	p8	w8	p9	w9	p10	w10	p11	w11	p12	w12	p13	w13	p14	w14	Weighted Average
Articulate 1	6	5	5	4	6	2	6	3	5	5	6	4	6	4	9	3	8	3	9	3	8	3	7	2	8	3	6	4	0.5
Articulate 2	6	5	6	4	8	2	7	3	7	5	9	4	9	4	9	3	8	3	9	3	8	3	7	2	8	3	8	4	0.6
Articulate 3	5	5	6	4	5	2	6	3	6	5	6	4	6	4	9	3	5	3	4	3	4	3	5	2	5	3	4	4	0.4
Articulate 4	6	5	7	4	4	2	6	3	6	5	5	4	6	4	9	3	5	3	4	3	5	3	4	2	5	3	6	4	0.4
Articulate 5	6	5	7	4	4	2	6	3	6	5	5	4	6	4	9	3	5	3	4	3	5	3	4	2	5	3	6	4	0.4
Articulate 6	9	5	6	4	9	2	8	3	9	5	8	4	8	4	8	3	7	3	7	3	6	3	7	2	9	3	9	4	0.6
Articulate 7	9	5	8	4	9	2	7	3	9	5	7	4	10	4	9	3	10	3	10	3	9	3	8	2	9	3	9	4	0.6
Articulate 8	9	5	8	4	9	2	7	3	9	5	7	4	10	4	9	3	10	3	9	3	9	3	8	2	9	3	9	4	0.6
Articulate 9	8.5	5	9	4	10	2	10	3	9	5	7	4	9	4	9	3	10	3	8	3	10	3	10	2	10	3	10	4	0.7
Articulate 10	6	5	5	4	6	2	6	3	6	5	5	4	7	4	8	3	6	3	6	3	4	3	6	2	7	3	7	4	0.4

Average of the articulate	1	0.6	0.4	0	0	1	1	1	1	0	1

Average of the articulate	0.513

Camtasia Studio

	p1	w1	p2	w2	p3	w3	p4	w4	p5	w5	p6	w6	p7	w7	p8	w8	p9	w9	p10	w10	p11	w11	p12	w12	p13	w13	p14	w14	Weighted Average
Camtasia 1	8	5	8	4	8	2	9	3	9	5	9	4	8	4	9	3	8	3	9	3	8	3	7	2	8	3	6	4	0.58333333
Camtasia 2	9	5	8	4	8	2	9	3	9	5	9	4	8	4	7	3	8	3	9	3	9	3	9	2	10	3	9	4	0.61904762
Camtasia 3	9	5	9	4	8	2	9	3	8	5	9	4	8	4	6	3	7	3	9	3	10	3	9	2	10	3	9	4	0.61309524
Camtasia 4	9	5	8	4	8	2	9	3	9	5	9	4	8	4	7	3	8	3	9	3	9	3	9	2	10	3	9	4	0.61904762
Camtasia 5	9	5	9	4	8	2	9	3	8	5	9	4	8	4	9	3	5	3	4	3	5	3	9	2	10	3	9	4	0.57291667
Camtasia 6	8	5	7	4	7	2	9	3	8	5	9	4	6	4	8	3	7	3	7	3	6	3	8	2	9	3	7	4	0.54166667
Camtasia 7	9	5	7	4	8	2	9	3	8	5	9	4	10	4	9	3	10	3	10	3	9	3	8	2	9	3	9	4	0.63244048
Camtasia 8	9	5	7	4	8	2	9	3	8	5	8	4	10	4	9	3	10	3	9	3	9	3	8	2	9	3	9	4	0.62202381
Camtasia 9	10	5	8	4	9	2	9	3	10	5	10	4	7	4	9	3	10	3	8	3	10	3	10	2	10	3	10	4	0.66369048
Camtasia 10	7	5	8	4	8	2	7	3	6	5	8	4	7	4	8	3	6	3	6	3	4	3	6	2	7	3	7	4	0.48660714

Average of the Camtasia Studio	0.6	0.62.	0.6	0.6	0.4	0.6	0.5	0.6	0.6	0.7	0.5

Average of the Camtasia Studio	0.579

Moodle

	p1	w1	p2	w2	p3	w3	p4	w4	p5	w5	p6	w6	p7	w7	p8	w8	p9	w9	p10	w10	p11	w11	p12	w12	p13	w13	p14	w14	Weighted Average
moodle 1	7	5	6	4	9	2	7	3	6	5	9	4	7	4	8	3	6	3	7	3	10	3	9	2	5	3	7	4	0.514880952
moodle 2	7	5	6	4	9	2	6	3	10	5	9	4	9	4	8	3	8	3	9	3	7	3	6	2	7	3	8	4	0.5625
moodle 3	8	5	9	4	6	2	7	3	8	5	9	4	9	4	8	3	8	3	9	3	9	3	8	2	10	3	9	4	0.602678571
moodle 4	9	5	8	4	7	2	7	3	8	5	8	4	8	4	9	3	8	3	9	3	9	3	8	2	9	3	10	4	0.601190476
moodle 5	9	5	8	4	7	2	7	3	8	5	8	4	8	4	9	3	8	3	9	3	9	3	8	2	9	3	10	4	0.601190476
moodle 6	10	5	9	4	7	2	7	3	9	5	8	4	9	4	7	3	7	3	8	3	7	3	8	2	7	3	8	4	0.580357143
moodle 7	9	5	8	4	9	2	7	3	6	5	8	4	10	4	8	3	9	3	8	3	8	3	8	2	9	3	9	4	0.589285714
moodle 8	10	5	9	4	9	2	8	3	6	5	9	4	10	4	8	3	10	3	9	3	9	3	8	2	9	3	9	4	0.626488095
moodle 9	8	5	7	4	9	2	7	3	7	5	9	4	8	4	7	3	7	3	9	3	9	3	7	2	7	3	10	4	0.566964286
moodle 10	7	5	6	4	6	2	10	3	8	5	6	4	8	4	5	3	8	3	9	3	10	3	8	2	9	3	9	4	0.553571429

| Average of the Moodle | | | 0.5 | 0.6 | 0.6 | 0.6 | 1 | 0.6 | 0.6 | 0.6 | 0.7 | 0.6 | 1 | | | | | | | | | | | | | | | | |

Average of the Moodle	0.644

Adobe Edge Animate

	p1	w1	p2	w2	p3	w3	p4	w4	p5	w5	p6	w6	p7	w7	p8	w8	p9	w9	p10	w10	p11	w11	p12	w12	p13	w13	p14	w14	Weighted Average
Adobe 1	5	5	9	4	7	2	8	3	7	5	8	4	9	4	8	3	6	3	7	3	10	3	9	2	5	3	7	4	0.529761905
Adobe 2	7	5	9	4	6	2	8	3	8	5	9	4	4	4	8	3	8	3	9	3	7	3	6	2	7	3	8	4	0.535714286
Adobe 3	8	5	9	4	6	2	7	3	8	5	9	4	9	4	8	3	8	3	9	3	9	3	8	2	10	3	9	4	0.602678571
Adobe 4	8	5	7	4	8	2	7	3	9	5	7	4	9	4	9	3	8	3	9	3	9	3	8	2	9	3	10	4	0.598214286
Adobe 5	8	5	7	4	8	2	7	3	9	5	7	4	9	4	9	3	8	3	9	3	9	3	8	2	9	3	10	4	0.598214286
Adobe 6	9	5	7	4	8	2	8	3	10	5	10	4	10	4	7	3	7	3	8	3	7	3	8	2	7	3	8	4	0.59375
Adobe 7	10	5	9	4	7	2	8	3	8	5	7	4	10	4	8	3	9	3	8	3	8	3	8	2	9	3	9	4	0.610119048
Adobe 8	9	5	8	4	7	2	7	3	8	5	8	4	9	4	8	3	10	3	9	3	9	3	8	2	9	3	9	4	0.605654762
Adobe 9	8	5	7	4	9	2	7	3	7	5	9	4	8	4	7	3	7	3	9	3	9	3	7	2	7	3	10	4	0.566964286
Adobe 10	7	5	6	4	6	2	10	3	8	5	6	4	6	4	5	3	8	3	9	3	10	3	8	2	9	3	9	4	0.541666667

Average of Adobe Edge Animate	0.5	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.5

Average of Adobe Edge Animate	0.53

Survey Monkey

	p1	w1	p2	w2	p3	w3	p4	w4	p5	w5	p6	w6	p7	w7	p8	w8	p9	w9	p10	w10	p11	w11	p12	w12	p13	w13	p14	w14	Weighted Average
Survey Monkey1	6	5	5	4	8	2	6	3	7	5	8	4	9	4	7	3	5	3	6	3	6	3	7	2	8	3	6	4	0.4
Survey Monkey2	8	5	7	4	8	2	6	3	7	5	10	4	8	4	9	3	7	3	8	3	9	3	8	2	6	3	7	4	0.5
Survey Monkey3	7	5	8	4	5	2	6	3	4	5	6	4	7	4	8	3	7	3	5	3	6	3	7	2	8	3	7	4	0.4
Survey Monkey4	8	5	7	4	6	2	6	3	5	5	7	4	6	4	7	3	8	3	6	3	6	3	7	2	7	3	6	4	0.4
Survey Monkey5	8	5	7	4	6	2	6	3	5	5	7	4	6	4	7	3	8	3	6	3	6	3	7	2	7	3	6	4	0.4
Survey Monkey6	8	5	6	4	9	2	9	3	9	5	7	4	9	4	8	3	9	3	8	3	9	3	7	2	9	3	10	4	0.5
Survey Monkey7	9	5	8	4	8	2	6	3	9	5	6	4	10	4	8	3	9	3	8	3	9	3	9	2	9	3	10	4	0.6
Survey Monkey8	8	5	7	4	8	2	6	3	9	5	7	4	10	4	9	3	9	3	9	3	10	3	9	2	9	3	8	4	0.5
Survey Monkey9	7	5	6	4	7	2	8	3	8	5	7	4	10	4	8	3	8	3	9	3	7	3	7	2	9	3	9	4	0.5
Survey Monkey10	9	5	8	4	8	2	10	3	9	5	7	4	8	4	6	3	8	3	7	3	9	3	10	2	9	3	8	4	0.5

Average of the Survey Monkey	1	1	1	1	0	1	1	1	1	1	1	1

Average of the Survey Monkey	1

Summative Result of Weighted Average:

Tool	Working Capacity
Articulate	0.51
Camtasia	0.58
Moodle	0.64
Adobe Edge Animate	0.53
Survey Monkey	0.55
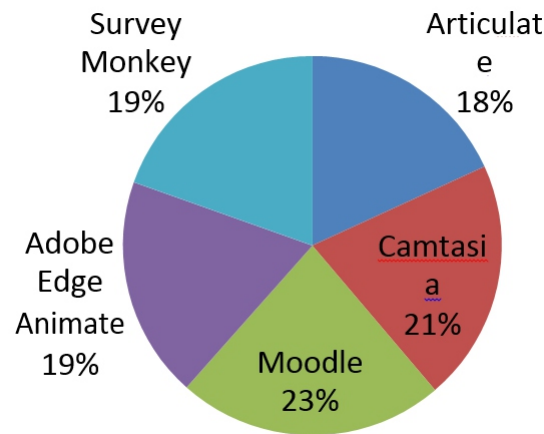
Pie Chart showing working capacity for selected tools

- **CONCLUSION:**

As per parameter based ranking Moodle stands 1st as it is having highest working capacity 0.64. As it is free open sourse tool users find it easy to use. Many institutes use Moodle for Course Management System. It is one of the popular ICT tools. Camatasia is having screen recording capacity and it is prooved very useful for presentations, demo traing etc. The Camtasia stands 2nd with 0.58 working capacity. Survey monkey secure 3rd position with 0.55 working capacity. SurveyMonkey is the world"s most popular online survey tool . To set up free survey, questionnaire, polls and market research it is used. Adobe Edge Animate can create animated and interactive content. It is used for 4th is Adobe Edge Animate its working capacity is 0.53. Because of its animation based interactive feature many students love to use it. Articulate, with 0.51 working capacity stands 5th position which is very popular authoring tool.

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