KNOWLEDGE TRANSFER AND ITS EFFECT ON EMPLOYEE PERFORMANCE: A MEDIATING EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract

The major strategy to manage the contemporary of employee performance is knowledge transfer. There are many researches done on the knowledge management but the greatest influencing factor on organization knowledge is largely unknown. This research is used to identify the unexplored gap and to find out the influencing Organizational factor (transferring channel, Leadership, Organizational Culture and Knowledge Quality) on employee overall performance and also to study the impact of mediating Employee OCB using a conceptual framework which we get from the literature. Here we are going to analyse and interpretive the effect of knowledge transfer on employee performance and OCB impacting as mediating variable.In this research paper, we used survey study and conducted amongst 20 IT companies, targeted all level of employee irrespective of gender and level, so that the information will be reliably high and research related information. We have concluded the research paper by stating that the impact of Knowledge factors on associates performance is significant and the impact of mediating organizational climate behaviour also strongly significant.The finding also helps the organization to study the effect of OCB towards knowledge transfer and also use the same to optimize employee performance.

Keywords: - Knowledge transfer, OCB, Employee performance, Leadership

1. INTRODUCTION

The main motto of knowledge transfer is to show the knowledge role and to make them visible in organization and to use the same in building the data infrastructure and sharing the knowledge among employee (Merlo, 2016), knowledge management is creating value as an art to the organization's and form a solid asset. Knowledge of an organization part is broadly classified into two groups: explicit and tacit knowledge. Knowledge of high impact is gained from one's own experience than from his education and training undertaken. Explicit knowledge is the knowledge that can be projected and transferred in a systematic and specified language like documents, databases, webs, electronic mails and graphical charts. Knowledge and data are the important key tools for making strategic decisions. Knowledge Management played a greater role in contributing the organization success and achieving the overall strategies of an organization.(Castrogiovanni et al., 2016).An organization improves when it has changed its practice into a knowledge-centric human resource management. Asrar-ul-Haq and Anwar (2016) explored the data in giving the base evidence about the concern that

connect eh Knowledge management and Knowledge sharing in Organization. This research is study is used to interpret and analyses knowledge effect in employee performance and also the impact of OCB, which in turn help the organization to achieve its goals. Employee OCB and Performance improvement have been accessed by organizations, but the concept of how A Knowledge transfer has impact on this have not been assessed. For an effectiveness of employee performance, the Knowledge Transfer play a vital role in organization and also help in achieving the overall organization goal in both short run and also in long run. Knowledge transfer is not a notebook concept that can be processed through organization but rather it is a strategic development process that organization needs to carefully craft and implement in order to achieve the fullest benefit of Organization Knowledge. Therefore, studies related to effective of knowledge transfer and OCB in employee performance must be conducted. In this paper, we analyses how knowledge transfer will have it effective impact in employee performance and the OCB impact towards the same is also analyzed. The main aim of the research

is to analyze the knowledge transfer effect and OCBI towards employee performance.

2. LITERATURE REVIEW

Knowledge transfer is the process that involve in sharing the knowledge among individual and network of people to source of explicit (Carrion et al., 2016). As researched and stated by Garud and Kumaraswamy (2005), In knowledge management, organization employee plays an important role – they need to arrange the knowledge in order for effective work performance and see that the knowledge is documented and transferred in a effective way. For both organization and employee, the performance of employees achieve the satisfaction in their jobs and understanding the realization of themselves. Besides, the employee performance prompt the organization to ensure that goal of the organization and its purpose are achieved (Anitha, 2014; Hair, Gabriel, & Patel, 2014; Md. Aftab Anwar &AAhad M. Osman-Ghani, 2015). There are few studies suggest that component of organization citizenship behaviour is highly significant toward both employee performance and

organizational performance. (Sadeghi et al., 2018).

The Few job stratification indicators such as compensation system, culture, employee attitude has direct impact on OCB (akvandiet al., 2017). Smith in Sule and Priansa (2018:). Says that employee contribution carries above the description of job, OCB Make it route in different behaviour that include employee helpless, doing other job in voluntarily. This type of OCB adds value to the behaviour and the same is used as constructive factor in achieving the organizational goal. Bieliková (2008) define that organization must create data and use that data in analyzing for better knowledge process. The knowledge that are gained can achieve the advantage over competitors. KM is defined by Truneček (2003) knowledge management step in the process of concealing both who know and who want to know and it help in transferring the personal knowledge for effective organization.

Now a day, many organizations know the importance of knowledge because of it sustainable competitive advantages. The organization which is rich in resource knowledge are enhancing themselves to their efficiency

and also improving the quality. (Chou et al., 2015; Dickel & Moura, 2016). When employee's dissatisfaction is experienced, due to opportunist instability, the employee stays with the company, it looks too risky to get rid of discretionary (OCB) them keeping the behavior to engage that in turn affect the role he played or performing the task. (Paillé and Grima, 2011; Paillé, Raineri, &Valeau, 2015). The aim is to achieve and increase both knowledge effectiveness and efficiency which contribute to management of knowledge process. The avoidance of knowledge management system cause huge concern to organization in long run. (Li, Liu & Liu, 2016)

Knowledge is not defined in a simple way so that we can define the entire concept of knowledge. We are going to see few topics of terminology like information, transferring knowledge and knowledge management. This will help us in understanding the few terminologies that used in this research paper. Knowledge is defined in a way that it is essential to mean the relationship between data, information available and knowledge depth because these used terminologies are interlinked but not the same. Davenport and Prusak

(1998) define that research papers have different definitions for knowledge, which we can get from literature and he also state that all the agreed terms are not same. For Many years, researcher is finding difficult in defining the meaning of knowledge because knowledge is defined in a simple way as different entity. The input and output of data are clearly perceptual with emotional intellectual and political. (Kalling and Styhre, 2003)

Knowledge can be obtained by using a simple process that consist of information collection, validating that data and anal using experiment. This research paper, the data is very important as it is the basement of research and consider as the knowledge foundation. In recent time, organization are facing lot of problem because of not storing the data and in later stage it became meaningless (Davenport and Prusak, 1998). In the view of Nonaka and Takeuchi (1995) knowledge, in contrast to information, the knowledge is the persons beliefs and it always depend on individual

The company key knowledge needs to be preserved, shared among employees and utilize in whole company so these knowledge assets will

help in enhancing the employee's performance. Transferring knowledge involve process of simplification of knowledge and sharing around the employee both inside and outside the organization. Knowledge are shared using training, having a personal chat and conducting the meetings. Explicit knowledge is preserved easily as it is available in simple form of data in books, preserved in the database and using technology groupware. Tacit knowledge is the one which need personal involvement and inter related to each other. Collecting of data involved in many ways such as conducting job training, by means of job rotation and team building activities (Lahti and Beyerlein, 2000).

3. METHODOLOGY

3.1. Research questions

The various perspective questions that used in the research that correlated from the research framework are:

1.Identifying the knowledge factors that impact

largely on transferring knowledge

2.Does the Knowledge factor have impact on individual performance?

3.Study the impact of OCB on

Knowledge transfer and performance

3.2. Hypotheses

IT system play a key role in all researcher article when it comes to knowledge transfer in knowledge management (Sher and Lee, 2004; Duffy, 2000; Bharadwaj, 2000). Davenport et al. (1998) suggested that there is an established long withstanding relationship between IT systems and knowledge transfer factor. They also state that improving the IT system will not only improve the organization performance but enrich the transferring od knowledge through utilizing the high-end technology access for searching any type of data and also establish a strong communication between various actors across organization (Alavi and Leidner, 2001,Lee and Hong, 2002).

H_1: IT Factors has significant impact on knowledge transfer.

Organizational Leadership - the Leadership play a vital role in transferring the data to the employee. The Leadership role in transferring the knowledge is to create a strategic vision that motivate them and also enhance the communication between the people and to create a good model

that helps in achieving the transferring knowledge concept (Debowski, 2006).

H_2: Influence of leadership with respect to transferring knowledge.

The Transferring knowledge can be obtained through organizational openness culture, social media factors, and factors that depend on trusts (McEvilly et al., 2003). The tacit knowledge can be influenced by Relational factors like trust which are competence based and openness of organization (Levin and Cross (2004). We are going to use these finding in better way so that the understanding of relative factors such as openness of organization, trustiness and emotional factor can be measured toward the knowledge transfer. A factor such as equitable reward or remarkable compensation system stimulates the individual to greatly participate them in transferring the knowledge.

H_3: Significant and positive impact of Organization culture toward knowledge transfer.

The knowledge quality is the defined as the how relative the knowledge with respect to the resources. Many scholars feel that knowledge quality is used as a motivator for organizational performance and individual performance. Knowledge quality will avoid the miscommunication, meaningless information flow throughout the company. The finding will help in understanding the importance of right and content-based date while considering Knowledge Management with respect to employee knowledge transfer.

H_4: Does Knowledge quality have impact on the employee Knowledge Transfer?

3.3. Research philosophy

By taking account of literature, we can conclude that different philosophies are evolving. Among the derived approaches, we are going to take only two approaches: positivistic and hermeneutic. The positivistic and hermeneutic are taken because of it important toward this research.

The positivistic approach consists of many steps start with concentrate and defining the research questions, formulating the hypotheses, and using the possible methods for research and conducting the research using statistical way. A research that

used positivistic approach tend to find the given quantified result and use that result to analyzing the research. According to Remenyi et al. (2002), business and management topic won't use positivistic approach as the depth of understanding the larger issues not covered.

Here in this research, the interpretive or hermeneutic approach is used instead of positivistic approach. The main consideration of taking this approach is that detailed design of research is not required in early stage. Even though, the hermeneutic approach involves setting up a plan but this approach is more usable when compare to all other approaches. The main objective of the researcher to explore the unexplored findings that are supported by relevant data. The hermeneutic approach is considered as best approach because it is difficult to measure the knowledge on any scale. Flexibility of the interview is considered as the greatest advantage of this approach and it help in entire research. The research is conducted using the findings of interviews and questionnaires.

3.4. Research approach

To build the connection between the theory and empirical findings, we are going to use two different researches. We start with deductive approach; this research starts with setting the general rule that ground the entire theory. Once we set the hypothesis, we will use the statics finding to either verified or rejected based on the collected data. The latter part is to use abductive approach, where the data is analyzed and examples are used to build the reliability of the interpretation.

3.5. Methodology

The methodologies that used in the research consist of four steps, first we are going to formulate the philosophy and second is to use the research approaches, and followed with data description both quantitative and qualitative and the last part will trustworthiness.

3.5.1. Data collection

There are two kinds of data types are used in all the research. Here, the data which are primary in nature are used to do research interpretations. The primary data are collected directly from the employee of organization. The data is very important for any researcher who needs to interpretive the research. Data

that has been collected by others and also used for the research for concluding the result is also as secondary data. Raw data are also called as secondary data that project in data numbers and projectile. The secondary data are used to interpretive the available information for any arguable research.

Two different approaches are used to collect the data that differentiate it from others. Qualitative approaches are used to collect the data that are perspective in nature. The researcher always uses two types of approaches, quantitative and qualitative for collecting data. Quantitative research is the one that has number in nature and projected as number for interpreting the result. Strauss and Corbin (2008) state that the human behavior is measured using the qualitative approaches and consider as the primary for this research.

3.5.2. Applied methods and conducting the research

The primary goal of research paper is to understand and interpret the effect of knowledge transfer and how it mediating variable has impacted the employee performance. As mentioned earlier, the illustrative situations of this research are:

❖ Impact of Knowledge Transfer on

Employee Performance.

❖ OCB impact on employee knowledge Transfer and performance

We have noted and finalize that the data collecting methods are into two different steps. The first part is to collecting data about transferring the knowledge and the second part is find out the knowledge transfer impact, OCB and performance. The questionnaires and data also collected using interview mode for analyzing the research data. The non-formal method of discussions helped us to understand about knowledge transfer. Most of the employed person is in the day to day process of transferring knowledge.

The sample data which we took for the research will give the possibility of companies which work in Information Technology Sector. We have taken the option to mainly focus on the implementation the knowledge transfer and generation of knowledge.

3.5.3. Questionnaire

A questionnaire is a research questions set that need to be handed over to with the common goal to obtain preference information or data from given person. It can be either pre-coded (Closed) or open. Closed questionnaires

consist of many questions that need to be answered in given tick boxes. On other hand, Open questions are the one that need to be answer in their words. (Fisher, 2007) As the knowledge and knowledge transfer concept are a wide broader study the behavioral and understandable facet of knowledge it is suggests to use open type questionnaires. Open questions are also adding value to the research possibilities of undiscovered and unexpected research data.

The first step in the process to design a questionnaire that are open ended and that need to be sent to the companies that have already know the importance of awareness of the knowledge and knowledge transfer. This questionnaire that developed has been sent to companies' employers and the same in circulated to all the employees of the organization and that seemed to work in our research paper. Due to COVID situation prevailing in the industry the data collection method used telephonic method rather than direct interview.

3.5.4. Interview

An interview is a formal inter dialogue between two or more person with the primary motive of exchanging and collecting information. Patton (1990) heap praise about the possible ways of conducting interviews into three: the informal interviews, guide approach, and the standard open-end interview. Informal interviews are best when compared to normal day to day conversations. A standard open-ended interview has many patterns of direct questionnaire with lot of pre-formulated questions that has to be answered in the same order by each respondent.

There are two methods through which the
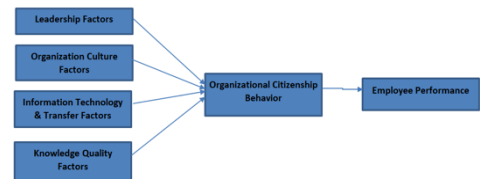
Interviews can be made, one is direct face-to-face contact and another is through telephone. The researchers selected direct interviews and due to COVID Scenario and the time restrictions of the respondents the researcher used telephone interviews.

3.5.5. Sample and Procedure

In this research, the research samples are collected from Top IT companies from India and the top categories are concluded using their business portfolio. Totally 25 IT companies are selected in that 20

Companies gave their consent for the research. The IT sector are chosen for two reason, one is due to it target and related industry and second is industry focused. All Categories of employees are choosing for the research, since each represents each categories of survey. A survey questionnaire, with the covering sent through E mail and few were done through manager sub ordinate protocol communication systems (Internal Distributions). Out of total questionnaire sent, only 357 returned as a complete data and two is rejected due to their incomplete details. For getting these 350 respondents many telephonic follow up where made and reminder text has been sent.

3.5.6. Research Framework
Figure 1: Research Framework

3.5.7. Survey design

Research questionnaire are used to collect the data is a five-point Likert scale rating point from lowest disagree strongly (1) to higher value of agree Strongly (5) and for this research, we considered four Knowledge factors: IT & Transferring Channel, Leadership, Culture of organization and Knowledge Quality.

3.5.8. Reliability
Factors of Knowledge

These are:

- IT and Transfer Channel - The IT and Transfer Channel plays a vital role in determining the Transferring knowledge and also it will help in identifying the impact on Knowledge Transfer towards Performance of employee. The Cronbach's a reliability was 0.997.

- Leadership Factors. Leadership factors falls in larger role in impacting the transfer of knowledge and also it has greater role in determining the Individual performance. The Cronbach's was 0.918.

- Organization culture. The organization culture is very important in determining the impact of knowledge transfer. Here the KT strategy of Organization culture is used to highlight the impact on organizational performance of employee. The Cronbach's is 0.994.

- Knowledge Quality. Knowledge

quality examines the knowledge transfer and the organizational employee performance relationship. These variables are used to find the impact of KT on overall performance of the employee. The Cronbach's is 0.939.

OCBI

Organizational Citizenship behavior act as important role in formulizing the knowledge transfer impact towards overall employee Performance of the organization. OCBI are the factors which determined by asking the collective question that reflect in research data. The Cronbach of OCBI Factors in this research was 0.904.

Organizational Employee performance

The research survey was carried out in a way that the Transfer of knowledge and the Employee organizational performance relationship is established. The selected Cronbach for the research variable is 0.959.

4. ANALYSIS AND RESULTS

Table 1, indicate that the descriptive analysis along with correlation matrix says that mean scores of four knowledge Factor context are

from 21.9886 to 13.7886. The highest mean score of IT & Transferring channel indicate that it has largest impact on knowledge transfer among all other factors. The Employee Performance mean score was 22.1086. The results also indicate that the mean scores of Employee performance and OCBI are 22.1086 and 11.0543 respectively. This finding also says that Organizational culture and quality knowledge has no relatiosnhip.

Table 1: Descriptive and correlation matrix

	Mean	Std. Deviation	F1	F2	F3	F4	EP	OCBI
F1	21.9886	13.0105	1					
F2	13.7886	6.26135	.980**	1				
F3	15.7114	9.24792	.997**	.979**	1			
F4	15.7686	8.23687	.956**	.943**	.955**	1		
EP	22.1086	12.2692	.977**	.960**	.973**	.916**	1	
OCBI	11.0543	6.13459	.977**	.959**	.972**	.915**	1.000**	1

Note - **p < 0:01, *p < 0.05: F1 - IT & Transferring Channel, F2 - Leadership, F3 - Organizational Culture, F4 - Knowledge Quality, EP - Employee Performance & OCBI - Organizational Citizenship Behaviors;

From Table 2, we also conclude that from Pearson correlations, all the four research factors are significantly correlated with the employee performance and OCBI. The Organizational culture correlate highly

and positively significant with the IT & Transferring channels (r = 0.997), and the Leadership factors has greater significant with IT and Transferring Channels (r = 0.980) followed by the organizational culture and leadership correlation (r = 0.979).Four knowledge factors had highly correlated with the OCBI factors, where Leadership factor (13.7886) has slightly positive correlate and have similar impact degree with OCBI (11.0543) when compare to all other factors. The mean value of Knowledge factor except IT & transferring Channel had relatively high relationship with employee performance (22.1087). Finally, the mean score of IT & Transferring channel (21.9886) and Employee performance (22.1086) are somewhat similar to each other. This shows there is less significance difference between IT & transferring channel and Employee performance.

Figure 2: Research Framework

Structural Analysis and Results

From table 2, it is found that the model has greater model fit degree with Chi square lower, RMESA and the other value (Chi-square = 19.529, df= 16, p-value = 0.242, CFI = 0.978,

GFI =0.965, TLI = 0.964, NFI = 0.969 & RMESA =0.026).

Testing of Hypothesis is done based on the derived result from the model. We took only the path with derived significant values. From the table II, it is found that all the Knowledge Transfer factors significantly has greater positive with relation to OCBI and Employee Performance. The Knowledge quality factor to Employee performance ß value was highest when compare to all other factors 0.678 (p < 0.01), Leadership factor to Employee performance is 0.571(p < 0.01), Organization culture factor to employee performance is 0.435(p < 0.01) and finally the Information and technology channel factor also has the value of 0.421 (p < 0.01). Thus, from the earlier statement it is clearly proved that the each one of the Hypothesis (H1, H2, H3&H4) are supported largely. The value of OCBI to Employee performance is 0.783 (p < 0.01), thus supporting our research by indicating that the OCBI (mediating
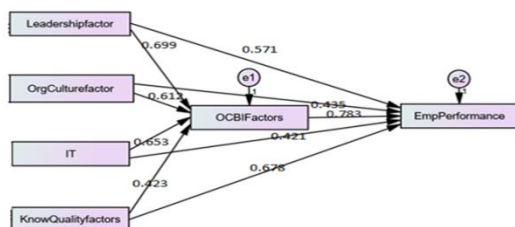
variable) has highest direct positive significant with the employee performance.

Table 2: Model goodness-of-fit

Chi-square	19.529
Degree of freedom	16
p-value	0.242
CMIN/DF	1.208
GFI	0.965
CFI	0.978
NFI	0.969
IFI	0.968
TLI	0.964
RMESA	0.026
Notes: **p<0:01; *p< 0:05	

The knowledge factor significant toward OCBI also identified for elaborated result. The Leadership Factor has greater significant toward OCBI when compared to all other Knowledge transfer factor with the value of 0.699 ($p < 0.01$), followed with IT factors with value of 0.653 ($p < 0.01$), the Organization Culture factor also has positive significant with value of 0.612 ($p < 0.01$) and the last factor is Knowledge Quality which has slightly lesser significant toward OCBI with the value of 0.423 ($p < 0.01$). All the Knowledge Factors have positive significant toward the OCBI and the same is tested and projected using the model shown in table 2.

The Effect of mediating variables OCBI, which cause the significant level value toward Employee Performance also analyzed using the model shown in table II. The Significant level of OCBI toward the Employee performance is 0.783 ($p < 0.01$), which is much higher than all other factors. This also proves that the OCBI has greater positive significant effect toward the employee performance.

5. DISCUSSION

The research took the sample size of n=350, and collected the data from Top 20 IT firm in Chennai and use SEM analysis to analyses the effect of relation between the Knowledge Factor (i.e. IT & Transferring Channel, Leadership, Organization Culture & Knowledge Quality); OCBI (Organizational Citizenship Behaviour Individual) and Employee Performance. The result from shows that:

- The Factors of Knowledge had a greater significant with OCBI along with Employee Performance.

All this proposition is analyzed and supported with the research findings, are projected.

5.1. Relationship between Knowledge Factors and OCBI

De Luca and Cano Rubio (2019) state that knowledge must be circle inside the company and the same must be utilized throughout all the domain of Organization. The factor includes increased innovation instance (Cohen and Levinthal, 1990), Operational process has been increased (North and Kumta, 2018), and the same factor will be reduced "wheel reinventing "(Pandey, 2016). The relationship between knowledge factor and OCBI is discussed elaborately discussed and the same is validated using the model. First, the most discussed criteria for award fir deming prize receiving is 'The Information analysis and collection and knowledge utilization' (Union of Japanese Scientists and Engineers, 2015).

The leadership factor contributes the highest significant impact on OCBI value 0.699 (p < 0.01), that implies that the leadership factor must be closely monitor to get a greater impact on OCBI. Any implication on leadership

factors has greater effect on OCBI.These results are happening to co implies with YasirSyam Husain1, BuyungSarita et al. (2015). The research study clearly dictates that in order to have an effective and significant OCBI, company must manage Knowledge factors in effective way.

5.2. Relationship between OCBI and Employee Performance

A research study state that Organizational Citizenship behavior ie-OCBI can ensure the knowledge sharing and gained knowledge between the associates (Evans & Davis, 2005; Lin, 2008), and used the same to ensure the quality of task and productivity are higher.There are lot of direct and indirect facts that prove that the OCB and Performance relation are in positive terms (e.g. Lee, Mitchell, Sablynski, Burton, &Holtom, 2004; Piercy, Cravens, Lane, &Vorhies, 2006; Wang et al., 2005; Chow, 2009; Diefendorff, Brown, Kamin, & Lord, 2002;).

The Organization citizenship individual factors has highest positive significant with Employee performance value 0.783 (p < 0.01), with comparison to all other factors in this study. The Organization need to unsure that there is

progressive in all aspect of Organization citizenship behaviour for achieving the employee performance. The Knowledge factors are mediating through OCBI, which in turn has a positive significant correlation toward employee performance. Thus, in every organization, the, management need to give greater importance to OCBI in order to achieve the highest employee performance in turn the company can move toward organizational goal.

5.3. Relationship between Knowledge factor and Employee performance

The view suggested by Kartono (2005), says that leadership ability gives greater constructive to another person and make the person to compete their cooperative objectives. Leadership is a influencing factor that makes one individual to influence another individual or group to work toward a set common objective (Nuraini et al., 2019; Kreitner& Kinicki, 2008; Umanailo, 2020, 2019). It also state that using greater power, influencing others to achieve the collective tasks (Nawawi et al., 2020; Colquitt, et.al, 2009; Mu'adi et al., 2020).In additions to that Xue (2011) said , Transferring knowledge has series of sequential process occur in any

organization with the single objective of improving the employee performance to greater level. Darodjat (2015: 238) state the culture of organizational is employee value that help to resolve the problem of both external and internal adjustment in order to achieve the organizational goal.

The model state in table II clearly state significant is very positive and there is impact between the knowledge factor and the performance of the employee's. Knowledge quality has highest significant value 0.678 ($p < 0.01$), followed by leadership factor 0.0571 ($p < 0.01$). There is also slightly positive significant impact of organizational culture 0.435 ($p < 0.01$) in employee performance and the last factor IT & Transferring Channel has least significant factor with the value of 0.421($p < 0.01$). The Research studies clearly state that the organization need to give greater important for knowledge quality in order to achieve the greater employee performance. The management also needs to give weight age for the other knowledge factors such as leadership, Organizational culture and IT for achieving the maximum employee performance.

6. CONCLUSION, LIMITATIONS AND FUTURE RESERCH

In this research paper, we have seen the conceptual framework that explains the Knowledge factors and performance of employee's relationship along with the OCBI as mediating variable. We used this model to picture both direct and indirect influence of knowledge transfer on employee performance along with OCBI. As we seen in fig 2, Organizational will utilize research findings for allocate the resources which has greater impact in knowledge transfer so that the optimal goal of employee performance is achieved. These gaps are not addressed in previous research in studies relate to knowledge management. At last, there need to be testing in this conceptual framework to identify the predictive outcome of knowledge factor by using different sector in different organizational culture.

In this research, we used few Knowledge Transferring factor based on various research studies, these factors may change in coming years. In future, these types of studies may use qualitative data to analyze the reliability effect and research validity and also used the same for survey completions.

Due to survey sample restricted to only IT firm, the research may not be adoptable to other industries

The research will be expanded using additional Knowledge transfer factor with other mediating variable to know the impact in employee performance. Furthermore, these studies include cross disciplinary studies of various industry to understand and to compare different sectors. In addition to that the research is carried in India, where the organizational culture, policies of Human resources, Technology will be different from all other region in the world.

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