ISSN 2348-1218 (print)
International Journal of Interdisciplinary Research and Innovations ISSN 2348-1226 (online)
Vol. 6, Issue 4, pp: (49-58), Month: October - December 2018, Available at: www.researchpublish.com

Perception of Television Viewing Media Professional towards New Knowledge Management & its Associated Factors: A Comparative Study

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Abstract: **The objective of the present study is to compare the perception of television viewing media professionals towards New Knowledge Management and its associated factors Knowledge Creation, Knowledge Practice, Knowledge Sharing, Knowledge Worker, Knowledge Organization, Knowledge Access, Media Knowledge, and Knowledge Capture separately. The data related to this objective were analyzed with the help of mean, standard deviation, standard error and t-test. 336 respondents selected randomly amongst media professionals from the different domain of like Television, Radio, Print, Film and Internet/Digital. This study was survey in nature. Respondents were surveyed to know the perception towards New Knowledge Management and its Associated Factors.**

Keywords: **Perception of Television Viewing, New Knowledge Management & its Associated Factors.**

1. BACKGROUND OF STUDY

Knowledge Management emerged as a scientific discipline in the earlier 1990s. It was initially supported by solely by practitioners, when Skandia, a member of Old Mutual Group hired LiefEdvisson of Sweden as the world's Chief Knowledge Officer (CKO). Hubert Saint-Onge (Vice-President, Learning Organization and Leadership Development for the Canadian Imperial Bank of Commerce, Canada), started investigating various sides of Knowledge Management long before that. The objective of CKOs is to manage and maximize the intangible assets of their organizations. Gradually, CKOs became interested in not only practical but also theoretical aspects of Knowledge Management and the new research field was formed. The Knowledge Management ideas taken up by academics, such as Ikujiro Nonaka (Hitotsubashi University), Hirotaka Takeuchi (Hitotsubashi University), Thomas H. Davenport (Babson College) and Baruch Lev (New York University). In 2001, Thomas Stewart, former editor at FORTUNE Magazine, published a cover story highlighting the importance of intellectual capital of organizations. Since its establishment, the Knowledge Management discipline has been gradually moving towards academic maturity. First, there is a trend towards higher cooperation among academics; particularly there has been a drop in single-authored publications. Second, the role of practitioner has changed. Their contribution to academic research has been dramatically declining from 30% of overall contribution up to 2002, to only 10% by 2009.

Knowledge Management and Theorists

A number of management theorists have contributed to the evolution of knowledge management, among them such notables as Peter Drucker, Paul Strassmann, and Peter Senge in the United States. Drucker and Strassmann have stressed the growing importance of information and explicit knowledge as organizational resources, and Senge has focused on the "learning organization", a cultural dimension of managing knowledge. Chris Argyris, Christopher Bartlett, and Dorothy

Leonard-Barton of Harvard Business School have examined various facets of managing knowledge. In fact, Leonard-Barton's well-known case study of Chaparral Steel, a company which has had an effective knowledge management strategy in place since the mid-1970s, inspired the research documented in her Wellsprings of Knowledge – Building and Sustaining Sources of Innovation (Harvard Business School Press, 1995).

Everett Rogers' work at Stanford in the diffusion of innovation and Thomas Allen's research MIT in information and technology transfer, both of which date from the late 1970s, have also contributed to our understanding of how knowledge is produced, used and diffused within organizations. By the mid-1980s, the importance of knowledge (and its expression in professional competence) as a competitive asset was apparent, even though classical economic theory ignores (the value of) knowledge as an asset and most organizations still lack strategies and methods for managing it.

The 1980s also saw the development of systems for managing knowledge that relied on work done in artificial intelligence and expert systems, giving us such concepts as knowledge acquisition, knowledge engineering, knowledge-base systems and computer-based ontology's.

By 1990, a number of management consulting firms had begun in-house knowledge management programs, and several well known U.S., European and Japanese firms had instituted focused knowledge management programs. Knowledge management was introduced in the popular press in 1991, when Tom Stewart published "Brainpower" in Fortune magazine. Perhaps the most widely read work to date is Ikujiro Nonaka's and Hirotaka Takeuchi's The Knowledge Creating Companies creates the Dynamics of Innovation (1995).

By the mid-1990s, knowledge management initiatives were flourishing, thanks in part to the Internet. The International Knowledge Management Network, begun in Europe in 1989, went online in 1994 and was soon joined by the U.S. based Knowledge Management Forum and other management conferences and seminars is growing as organizations focus on managing and leveraging explicit and tacit knowledge resources to achieve competitive advantage. In 1994 the IKMN published the results of a knowledge management survey conducted among European firms, and the European Community began offering funding for KM-related projects through the ESPRIT Program in 1995.

Knowledge Management, which appears to offer a highly desirable alternative to failed TQM and business process re-engineering initiatives, has become big business for such major international firms as Ernst & Young, Arthur Anderson and Booz-Allen & Hamilton. In addition, a number of professional organizations interested in such related areas as benchmarking, best practices, risk management, and change management are exploring the relationship of knowledge management to their areas of special expertise (e.g. APQC – American Productivity and Quality Council and ASIS – American Society for Information Science).

Knowledge Management Today: According to the recent IDC report, knowledge management is in a state of high growth, especially among the business the legal services industries. As the performance metrics of early adopters are documenting the substantial benefits of knowledge management, more organizations are recognizing the value of leveraging organizational knowledge. As a result, knowledge management consulting services and technologies are in high demand and knowledge management software is rapidly evolving.

Knowledge Management Drivers:

Knowledge Attrition: Despite the economic slowdown, voluntary employee turnover remains high. A recent survey by the global consulting firm Drake Beam Morin revealed an average voluntary employee turnover rate of 20% with 81% of organizations citing employee turnover as critical issue. An estimated annual cost of employee turnover was a staggering $129 million per organization. Much of this cost is due to knowledge attrition, which can be effectively minimized using knowledge management techniques.

Knowledge Merging: Since 1980, the annual value of mergers has risen 100 fold reaching a cumulative $15 trillion in 1999. Over 32,000 deals were announced; triple the number of 10 years earlier and more than 30 times as many as in 1981. The recent frenzy of corporate mergers coupled with the increased need to integrate global corporate communications requires the merging of disparate and often conflicting knowledge models.

Content Management: The explosion of digitally stored business-critical data is widely documented. Forester Research estimates that online storage for Global 2,500 companies will grow from an average of 15,000 gigabytes per company in 1999 to 153,000 gigabytes by 2003, representing a compound annual growth rate of 78%. As the volume of digital

information expands, the need for its logical organization is critical for purposes of information retrieval, sharing and reuse.

E-learning: As the economy becomes more global and the use of PCs more pervasive, there has been a dramatic increase in e-learning, also known as computer based training. E-learning is closely linked to, and overlapping with, but not equal to knowledge management. E-learning can be an effective medium for knowledge management deliverables.

Knowledge Management: Definitions

Knowledge is commonly distinguished from data and information. Data represents observations or facts out of context and therefore not directly meaningful. Information results from placing data within some meaningful context.

"The effective learning processes associated with exploration, exploitation and sharing of human knowledge (tacit and explicit) that use appropriate technology and cultural environments to enhance an organizations intellectual capital and performance" Jashapara (2004).

Knowledge is that which we come to believe and value based on the meaningfully organized accumulation of information through experience, communication or inference. Knowledge can be viewed both as thing to be store and manipulated and as a process of simultaneously knowing and acting – that is applying expertise. As a practical matter, organizations need to manage both as object and processes.

Knowledge can be *tacit* or *explicit*. *Tacit* knowledge is sub-consciously understood and applied, difficult to articulate, develop from direct experience and action, and usually shared through highly interactive conversation, storytelling and shared experience. *Explicit* knowledge is playing increasingly large role in organizations, and it is the knowledge codified and digitized in books, documents, reports etc.

Knowledge Management is that "process and phenomenon which entrances their ability to facility learning and learn relevant concepts efficiently through better management information in right context".

The concept of learning is closely associated with knowledge. The learning organizations care for knowledge management. It is also process of an individual and organizational learning. At the individual level learning of ideas and concepts take place, whereas the organization should facilitate and manage learning and its outcome i.e. knowledge as well.

"Knowledge Management is a systematic leveraging of information and expertise to improve organizational innovation, responsiveness, productivity and competence". In other words, "It is a process of knowledge creation, validation, presentation, distribution and application".

A beneficial aspect of knowledge management it can compensate for some search time. A human expert who knows a set of solution can get a job without much searching for information than the person who does not know a set of solution.

2. RATIONALE OF THE STUDY

Media professional and aspirant are continuously involved in fetching the ever growing demand of content. As a discipline Knowledge Management has been gradually moving towards academic maturity and an interdisciplinary spirit of enquiry strongly felt in the area of Knowledge Management. There is no study done to understand the factors of Knowledge Management and Television viewing habits of media workforce. For this comparative study, media workforce was calibrated into three section based on time spent watching Television, as Casual, Moderate and Regular Television viewing media professionals.

Knowledge Management is a discipline rooted in a long history and necessity of Knowledge Management is ever increasing. Knowledge Management practices promotes a healthy work environment and proved to be a motivational factor for employees. Increasing number of KPOs – Knowledge Process Outsourcing further emphasize the need of awareness studies in each area.

3. OBJECTIVE

The objectives of this study was - To compare the perception of Casual, Moderate and Regular Television viewing media professionals toward New Knowledge Management in terms of Knowledge Creation, Knowledge Practice,

Knowledge Sharing, Knowledge Worker, Knowledge Organization, Knowledge Access, Media Knowledge, Knowledge Capture and Overall New Knowledge Management, separately.

3.1 HYPOTHESES:

There will be no significant difference in perception of casual, moderate and regular Television viewing media professional towards New Knowledge Management in terms of Knowledge Creation, Knowledge Practice, Knowledge Sharing, Knowledge Worker, Knowledge Organization, Knowledge Access, Media Knowledge, Knowledge Capture, and Overall New Knowledge Management, separately.

3.2 SAMPLE:

Total 336 media professionals were selected randomly from targeted media domain like Print, Radio, Television, Films and Internet as sample. The sample comprised of undergraduate and postgraduate Media Professional belonged to various functional area of media industry. Out of 336 media professionals 44% were from young adult and 56% were from adult age group. Out of 336 media professionals, majority of sample were male whereas female had low share. Most of them were married as well as single in relationship status. Sample of 336 media professionals responded for their primary industry of employment however they support other media domain as well to maintain highly integrated nature of media industry. It was found that 22% were primarily working for print media and 78% media professionals were not primarily working from print media. About 12% were primarily working for radio industry and 88% media professionals were not from radio industry.It is clear that out of 336 media professionals 37% were primarily working for television industry and 63% were not from television industry. 24% were primarily working for film industry whereas 76% media professionals were not from film industry.It is clear that out of 336 media professionals 50% were primarily working for digital media industry whereas 50% were not from digital media industry. Majority of media professionals were working in television and digital media whereas print and film industry has almost equal share amongst them. Radio industry represents minimum among the media professionals. Among media professionals, majority is working in content generation area. Operations management has lower share whereas a fair number of media professionals were working in other area. It is found that majority of media professionals was working for creative, production and marketing job function have fair share whereas human resources, PR and other have low share.

3.3 TOOL:

Separate tools were developed by the investigator to study the demographic and media profile, perception of media professionals towards factors associated with New Knowledge Management.

Perception Scale: To study the perception of media professional towards New Knowledge Management, a perception scale was developed by the investigator. There were 49 items in the perception scale related to the factors associated with New Knowledge Management. Each item was rated on the five point scale. The options were from Strongly Agree to Strongly Disagree and given rating from 5 to 1 respectively. Content expert validity and reliability of tool was established for the research.

Research tool developed by investigator took three drafts to finalize. After first draft prepared by the investigator, it was given to the experts for the tool assessment. Initially it contained 60 items towards three factors of New Knowledge management. Expert suggested some deletion, alteration and addition in items. After incorporating experts suggestions second draft of the tool was prepared by the investigator. Finally this draft contained forty nine items of factors associated with New Knowledge Management. This draft was given to some randomly selected media professionals for small group try out. As per media professionals feedback some items made clearer for better understanding. After incorporating these feedbacks third draft was finalized.

Final draft was given to experts for content validation. After content validation by the expert item analysis was done through item total correlation. No item was rejected. Then Split-Half reliability was established and it was found to be 0.847 for New Knowledge Management items respectively. Hence, content and expert validity was established.

3.4 DESIGN

The present study was survey in nature which is a part of the descriptive research design. To know the perception of media professionals towards the research problem, randomly selected media professionals from media industry were surveyed. Demographic profile and media profile of media professional were also surveyed.

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4. PROCEDURE OF DATA COLLECTION

The data was collected by adopting random sampling technique. The research tool developed by the investigator was given to 336 randomly selected respondents. The respondents were surveyed using online and offline mode. For the online mode tool is created using Survey Monkey Online Survey Platform and a web link is provided by to access and fill the responses online. This web link is mailed to randomly selected sample. While in offline mode printouts of research tool is distributed amongst randomly selected sample and collected back their responses. The data has been recorded and updated simultaneously as responses are received.

4.1 ANALYSIS OF DATA

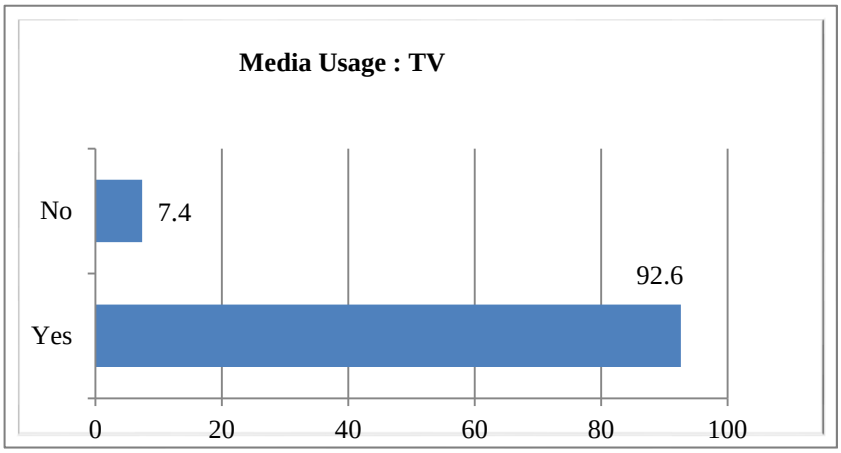
The collected data were analyzed with the help of factor analysis.

5. RESULTS AND DISCUSSION

Television Usage of Media Professionals:

Media Usage : TV		
	Frequency	**Percentage**
Yes	289	92.6
No	23	7.4
Total	312	100.0

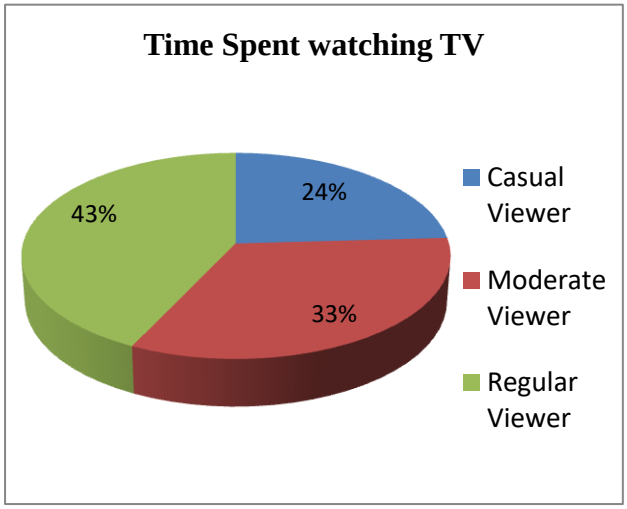
Table 1: Television Usage of Media Professionals



Bar Graph 1: Television Usage of Media Professionals

From the above table and graph, it is evident that 93% Media Professionals watch Television whereas 7% media professionals don't watch Television Media.

Time Spent by Media Professionals watching Television:



Pie Graph 1: Time spent by Media Professionals on Television

Time Spent : TV		
Duration	**Frequency**	**Percentage**
Casual Viewer	81	24.1
Moderate Viewer	111	33.0
Regular Viewer	144	42.9
Total	336	100.0

Table 2: Time spent by Media Professionals on Television

From the above table, it is evident that 43% Media Professionals regular viewer of Television, 33% are moderate viewer, and however, 24% are casual viewers.

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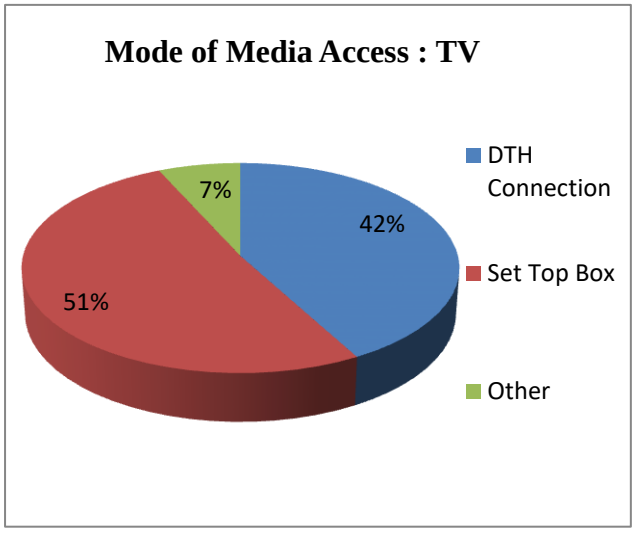
Media Professionals preferred Mode of Television Access:



Pie Graph 2: Mode of Television Access preferred by Media Professionals

Mode of Media Access : TV		
Connectivity	**Frequency**	**Percentage**
DTH Connection	141	42.0
Set Top Box	172	51.2
Other	23	6.8
Total	336	100.0

Table 3: Mode of Television Access preferred by Media Professionals

From the above table, it is evident that 42% Media Professionals subscribe to DTH (Direct to Home) connectivity to watch Television, 51% are availing Television through STB (Set Top Box), whereas 7% media professionals access Television through other connectivity.

FACTORS ASSOCIATED WITH NEW KNOWLEDGE MANAGEMENT:

For the purpose of this study eight factors were identified from 49 variables and Factor Analysis generated the result as First factor has 9.872 percentage of variance, second factor has 7.176 percentage of variance, third factor has 6.793 percentage of variance, fourth factor has 5.946 percentage of variance, fifth factor has 5.879 percentage of variance, sixth factor has 5.117 percentage of variance, seventh factor has 4.415 percentage of variance and eighth factor has 4.315 percentage of variance. The total percentage of variance for these eight factors is 49.459. The Factors were named as Knowledge Creation, Knowledge Practice, Knowledge Sharing, Knowledge Worker, Knowledge Organization, Knowledge Access, Media Knowledge, and Knowledge Capture.

The objective of the study was to compare the perception of Casual, Moderate and Regular Television viewing media professionals towards New Knowledge Management and its associated factors - Knowledge Creation, Knowledge Practice, Knowledge Sharing, Knowledge Worker, Knowledge Organization, Knowledge Access, Media Knowledge, Knowledge Capture and Overall Knowledge Management separately.The data related to this objective were analyzed with the help of One Way ANOVA. The results are given in following tables:

COMPARISON OF CASUAL, MODERATE, AND REGULAR TELEVISION VIEWING MEDIA PROFESSIONALS IN TERMS OF THEIR PERCEPTION TOWARDS NEW KNOWLEDGE MANAGEMENT AND ITS ASSOCIATED FACTORS:

The objective of the study was to compare the perception of Casual, Moderate, and Regular Television viewing media professionals towards New Knowledge Management and its associated factors - Knowledge Creation, Knowledge Practice, Knowledge Sharing, Knowledge Worker, Knowledge Organization, Knowledge Access, Media Knowledge, Knowledge Capture and Overall New Knowledge Management. The data related to this objective were analyzed with the help of One Way ANOVA. The results are given in following tables:

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Table 4: ANOVA For Factors of New Knowledge Management and Overall New Knowledge Management

ANOVA : Knowledge Creation					
Knowledge Creation	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	91.411	4	22.853	0.586	0.673
Within Groups	12900.542	331	38.974		
Total	12991.952	335			
ANOVA : Knowledge Practice					
Knowledge Practice	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	67.578	4	16.894	1.298	0.270
Within Groups	4307.562	331	13.014		
Total	4375.140	335			
ANOVA : Knowledge Sharing					
Knowledge Sharing	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	17.876	4	4.469	0.686	0.602
Within Groups	2155.954	331	6.513		
Total	2173.830	335			
ANOVA : Knowledge Worker					
Knowledge Worker	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	8.414	4	2.104	0.122	0.975
Within Groups	5727.511	331	17.304		
Total	5735.926	335			
ANOVA : Knowledge Organization					
Knowledge Organization	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	31.839	4	7.960	1.259	0.286
Within Groups	2092.634	331	6.322		
Total	2124.473	335			
ANOVA : Knowledge Access					
Knowledge Access	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	12.586	4	3.147	0.517	0.724

Within Groups	2016.053	331	6.091		
Total	2028.640	335			
ANOVA : Knowledge Capture					
Knowledge Capture	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	34.634	4	8.658	1.240	0.294
Within Groups	2311.354	331	6.983		
Total	2345.988	335			
ANOVA : Overall Knowledge Management					
Overall New Knowledge Management	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	1236.035	4	309.009	1.038	0.387
Within Groups	98494.462	331	297.566		
Total	99730.497	335			

The f-value of New Knowledge Management and its associated factors - Knowledge Creation, Knowledge Practice, Knowledge Sharing, Knowledge Worker, Knowledge Organization, Knowledge Access, Knowledge Capture and Overall Knowledge Management separately is not significant at indicated level in the table above. It means that there is no significant difference in perception of Casual, Moderate and Regular Television viewing media professionals on New Knowledge Management and its associated factors - Knowledge Creation, Knowledge Practice, Knowledge Sharing, Knowledge Worker, Knowledge Organization, Knowledge Access, Knowledge Capture and Overall Knowledge Management separately.

Therefore, the null hypothesis namely, there will be no significant difference in Casual, Moderate and Regular Television viewing media professionals towards New Knowledge Management and its associated factors - Knowledge Creation, Knowledge Practice, Knowledge Sharing, Knowledge Worker, Knowledge Organization, Knowledge Access, Knowledge Capture and Overall Knowledge Management separately is not rejected. Hence, it may beconcluded that the Casual, Moderate and Regular Television viewing media professionals had similar perception towards New Knowledge Management and its associated factors - Knowledge Creation, Knowledge Practice, Knowledge Sharing, Knowledge Worker, Knowledge Organization, Knowledge Access, Knowledge Capture and Overall Knowledge Management separately.

However, the f-value of 3.45 is significant at 0.05 level with df equals to 2/333 in ANOVA table shown below for Media Knowledge factor of New Knowledge Management.

Table 5: One Way ANOVA for Media Knowledge

ANOVA : Media Knowledge					
Media Knowledge	**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
Between Groups	28.601	2	14.301	3.454	0.033
Within Groups	1378.684	333	4.140		
Total	1407.286	335			

It means that there is a significant difference in perception of Casual, Moderate, and Regular Television viewing media professionals towards Media Knowledge. Therefore, the null hypothesis namely, there will be no significant difference in perception of Casual, Moderate, and Regular Television viewing media professionals towards New Knowledge Management in terms of Media Knowledge is rejected. Further, to know the difference between the groups Post Hoc test was applied and the results are given in the following table:

Table 6: Post-Hoc Test - Multiple Comparisons

Post Hoc Test - Multiple Comparisons						
Media Knowledge LSD						
(I) Time Spent : TV	(J) Time Spent : TV	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
Moderate Viewer	Regular Viewer	-.66592*	.25700	.010	-1.1715	-.1604
	Casual Viewer	-.26159	.29734	.380	-.8465	.3233
Regular Viewer	Casual Viewer	.40432	.28260	.153	-.1516	.9602
*. The mean difference is significant at the 0.05 level.						

From the above table it can be seen that there is a significant difference between moderate viewer and regular viewer but there is no significant difference between moderate viewer and casual viewer and casual viewer and regular viewer. Hence, it may be concluded that in terms of media knowledge of regular TV viewing media professionals are significantly better than moderate viewers where as moderate viewer and causal viewer and regular viewer had similar perception towards media knowledge.

6. CONCLUSION

Television is the largest sub-sector within Media & Entertainment in terms of revenue. Indian media and entertainment (M&E) industry grew at a CAGR of 18.55 per cent from 2011-2017; and is expected to grow at a CAGR of 13.9 per cent to touch US$ 37.55 billion by 2021 from US$ 22.75 billion in 2017 (www.ibef.org).

As a result of this rise in revenue/profitability and increase in channel carrying capacity, ~500 new channels are expected to be set up over the next 5 years. Broadcasters are expected to invest in quality content, experiment with new content genres and develop offerings catering to new target audiences.

Intense competition in the general entertainment space has led to greater investments in content acquisition/production. This has led to a demand for skilled professionals who can script; produce and project manage new/original programming. Knowledge intensive workforce takes the center stage here.

The workforce demand for Television is currently estimated at approximately 145,000 people (Full Time Equivalent or FTE). This number includes the in-house workforce employed by broadcasters (~650 channels) as well as the workforce required to produce fresh programming which is generally outsourced to production houses. Work contracted to production houses is typically project based and follows a utilization pattern similar to the film sector (i.e. an individual may work less than 1 FTE). It is also important to note that since production skill sets for film and television are similar, there is significant overlap and several occupations are best viewed as a combined resource pool for both segments.

The demand for the television segment is expected to grow by 17% y-o-y to reach ~280,000 people by 2018. The growth in employment is primarily. Above findings reported by Media & Entertainment Skills Council – 'Skill Gap Study for the Media & Entertainment Sector' (2014).

This significantly emphasize that television viewing media professionals are having better perception towards New Knowledge Management in terms of Media Knowledge. Whereas casual, moderate and regular Television viewing media professionals had similar perception towards New Knowledge Management in terms of Knowledge Creation, Knowledge

Practice, Knowledge Sharing, Knowledge Worker, Knowledge Organization, Knowledge Access, Knowledge Capture, and Overall New Knowledge Management, separately.

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