

MOTIVATION FACTORS OF KNOWLEDGE SHARING IN ORGANIZATIONS

© 2009 D.A. Potseluev*

Keywords: knowledge management, knowledge sharing, staff motivation, internal communication, knowledge, communication process.

In this article the author makes an attempt to detect the socioeconomic mechanism of knowledge sharing and to find out the motivating factors of knowledge sharing in companies.

The requirements of modern innovative economy force the Russian companies to reinterpret employment strategy. The organizations face that fact that it is necessary for them to involve intellectual and creative abilities, energy and loyalty of the personnel. The enterprise can reach the best results only when the energy of all the employees is accurately directed on solving the key issues.

In most cases the knowledge owner shares it reluctantly with others as knowledge is a certain competitive advantage which can be lost in the transfer process or an exchange. The task of top management is to create the conditions promoting knowledge sharing.

The main problem is that knowledge is hidden and not formalized. There are two categories of knowledge - explicit and implicit. The explicit knowledge means the knowledge kept in the non-structured-form in paper documents, messages by electronic and voice mail or video data. This knowledge is ready for transfer to other people. Implicit knowledge is formed round non-material factors. Implicit knowledge often has the form of personal belief, principles, values and moral standards by which the person is guided.

Unfortunately, to 80 % of intellectual assets of any organization belong to the implicit knowledge. Thereupon the modern companies face a serious problem of searching for the ways of transfer of the latent knowledge into the explicit form.

The basic source and the carrier of knowledge are people. Collective knowledge of the organization usually finds its reflection in the documents describing business processes. Therefore for the development of knowledge sharing system it is not enough to put money in personnel training and development. It is necessary to be able to take knowledge from the employees and to document it that it doesn't disappear in case the employee leaves the job.

Knowledge extraction represents the most important stage of the cycle of knowledge sharing. For the system to work successfully, it is necessary for the employees to share their experience with colleagues. But for many people the core is the fear to lose competitive advantage if they share the knowledge with colleagues.

The primary goal of knowledge management is the revealing, preservation and effective use of the knowledge of the employees.

There are various motivation forms; they can be based on corporate culture and industrial necessity. For many employees non-material factors of motivation (the participation in the program of knowledge sharing, the estimation of the individual contribution to the general knowledge base of the company, the possibility to estimate the results of knowledge sharing) have more value, than other motivating factors. Sometimes authority recognition, respect of colleagues, acquisition of new business contacts appears to be the essential motivator.

The motivational mechanism should be designed in such a way that employees can share knowledge voluntarily.

As a whole, the effective process of knowledge sharing demands the fulfillment of two actions: giving the person or group (recipients) the necessary knowledge and the perception of these knowledge recipients. For the first action the knowledge infrastructure mostly fits, the second one can be supported by the corresponding organizational infrastructure including social and cultural aspects.

To achieve the best results from personal communication, it is necessary for the managers to understand groups dynamic, the principles of their work and the reaction of individuals, their motivation for the interaction within groups.

The success of any project in the field of knowledge management depends not only on the approach and the tools, the shared knowledge or the project management. One of the main conditions of success is the recognition of the interdependence of all the factors. Then the employees of the company will find new possibilities to make the knowledge work.

Kharrington G. Voul F. Improving knowledge management. M., 2008.

Bukovich U., Williams P. Knowledge management. M., 2002.

Marinicheva M.K. Knowledge exchange: to share or not to share? http://big.spb.ru/publications/other/km/change_knowlg.shtml

Rumizen M. Knowledge management. M., 2004.
Kollison K., Parcell D. Learn to fly. Practical lessons on knowledge management from the leading organizations. M., 2006.

Received for publication on 01.07.2009

* Denis A. Potseluev, post-graduate student of State University of Management. E-mail: denkey@gmail.cjv.