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Corporate Knowledge Creation and Motivation

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Abstract: In the present era, the replication and reproduction of products have become commonplace. As a result, the competitive edge primarily hinges on the experiential insights and knowledge that companies possess. In the swiftly evolving landscape of today, continual adaptation and receptivity stand as indispensable factors for our business's triumph. Moreover, the cultivation of robust collaboration amongst employees is held in high esteem. Consequently, these factors underscore the mounting significance of efficient knowledge acquisition, sharing, and management within corporate governance. This has led to a compelling surge in the call for the application and refinement of knowledge management practices. Currently, I am engaged as a project engineer/manager within a company that specializes in the design and construction of solar power plants. This enterprise, established in 2019, is relatively nascent. Nevertheless, it has charted a steady growth trajectory, both in terms of workforce expansion and revenue augmentation. Year by year, it assumes a larger and more influential role within the market. My research will be centered within the confines of this company, leveraging interviews and surveys as my primary research tools. My aspiration is that this approach will furnish comprehensive insights into the pivotal queries at hand. The primary objective of my study will be to juxtapose the perspectives of managers and employees regarding the realm of knowledge management. I intend to delve into its significance, scrutinize the avenues for advancement, and dissect the impediments and perils that may impede its progress.

Keywords: Corporate knowledge, Knowledge flow, Competitive advantage.

Introduction

Nowadays, companies are placing increasing emphasis on mapping the internal knowledge, skills, and abilities available within their organization. After conducting this mapping, it becomes essential to ensure proper documentation to preserve the various types of knowledge. One way to achieve this is by establishing a competence center. The competence center facilitates efficient knowledge transfer, as it becomes evident which employees possess specific competencies and can be relied upon to solve particular tasks or problems (Dobos et al., 2022; Garai-Fodor et al., 2022a; 2022b; Mizser et al., 2022).

Many companies are also focusing on expanding their organizational knowledge base through knowledge creation. They do this to maintain their competitiveness and enhance organizational knowledge at individual and group levels. This approach allows companies to respond more effectively to the continuous changes in the business world, as their adaptability improves with the acquisition of diverse knowledge (Tóth – Csiszárík-Kocsir, 2022a; 2022b; 2023, Varga – Csiszárík-Kocsir, 2015). Moreover, from a cost-efficiency perspective, employee retention has gained significant importance for companies. They strive to motivate their employees through knowledge reinforcement, supporting training and development to encourage the sharing of existing knowledge and increase the company's knowledge capital. The flourishing field of knowledge management has led to positive developments, with several large companies already establishing the position of knowledge

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manager. The role of the knowledge manager includes mapping the available knowledge within the company and identifying any gaps in knowledge. They propose various solutions to address these knowledge gaps.

Knowledge-creating companies typically place a strong emphasis on innovation, generating new ideas, and responding quickly to market trends. These companies prioritize continuous development and seek to achieve a sustainable competitive advantage through innovation. They pay significant attention to creativity, idea generation, innovative thinking, and effective communication to ensure optimal functioning of the knowledge creation processes. The paper will briefly introduce various forms of knowledge creation, primarily focusing on organizational knowledge creation and employee motivation.

Literature Review

Knowledge creation is a fundamental process that plays a pivotal role in the success and competitiveness of modern organizations. It encompasses the generation, acquisition, sharing, and utilization of knowledge to enhance overall organizational capabilities and achieve strategic goals. (Gergely Róbert,2021) In today's rapidly changing business landscape, companies must continuously adapt to new challenges, technologies, and market demands. Emphasizing knowledge creation allows organizations to stay ahead of the curve and maintain a sustainable advantage in the industry.(Löblin et al., 2017) .(Baranyai et al., 2022) (Pervez et al., 2022).

One of the primary avenues for knowledge creation is through the acquisition of external knowledge, which involves obtaining valuable insights, best practices, and expertise from other companies or industry partners. While acquisitions can offer substantial benefits, such as immediate access to specialized knowledge, they also present challenges like high costs and potential integration difficulties. (Fodor, 2022) (Göböly & Földi, 2022) Ensuring that the acquired knowledge aligns with the company's strategic objectives and effectively merging it with existing internal knowledge are essential considerations for successful integration. (Csapó et al., 2018) (Garai-Fodor, 2023).

Another way companies pursue knowledge creation is by cultivating internal knowledge development. Establishing goal-oriented resources, such as dedicated research and development (R&D) departments, fosters a culture of innovation within the organization. These specialized teams focus on exploring emerging trends, conducting research, and experimenting with new ideas, ultimately leading to the generation of proprietary knowledge that can propel the company forward. (Tick, 2023; Garai-Fodor et al., 2022c; Varga – Csiszárík-Kocsir, 2015).

Furthermore, companies can harness the power of external expertise by engaging in leasing arrangements. By employing external consultants or experts for specific projects or time frames, organizations can access specialized knowledge without incurring the costs associated with acquisitions. (Földi & Medveczky,2015) (Csiszárík-Kocsir & Garai-Fodor, 2018) (Garai-Fodor et al., 2023) Leasing offers flexibility and cost-effectiveness, particularly for short-term knowledge requirements or specialized tasks like process optimization. (Szemere et al., 2021).

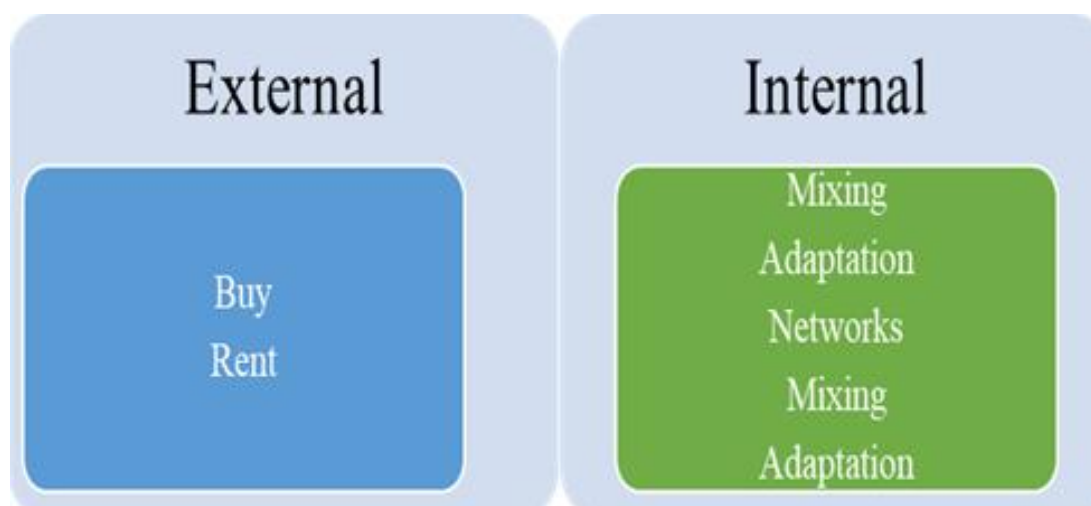


Figure 1. Opportunities for knowledge creation

Blending diverse-minded individuals through brainstorming sessions is another effective method of knowledge creation. Brainstorming allows participants to freely express their thoughts, experiences, and ideas. This collective creativity often leads to innovative solutions and the discovery of novel approaches to problem-solving. Brainstorming sessions are especially beneficial in project-based scenarios, where different perspectives can result in breakthroughs. (Csiszárík-Kocsír & Garai-Fodor, 2018; Garai-Fodor, 2022).

Adaptation is crucial for nurturing a learning-oriented workforce that is committed to the organization's growth. Encouraging employees to continuously develop their skills and competencies through training and professional development programs is essential. Individual incentives, such as performance-based rewards and career advancement opportunities, motivate employees to actively participate in knowledge creation efforts. (Fodor, 2022; Baranyai, 2022).

Additionally, networks within the organization can significantly contribute to knowledge creation. Self-organized groups, based on shared interests or expertise, facilitate meaningful discussions, knowledge sharing, and collaborative problem-solving. These networks create an environment of trust and open communication, enabling employees to tap into the collective wisdom of their peers. (Fodor et al., 2023; Foldi, 2015b).

In conclusion, knowledge creation is an ongoing process that empowers companies to stay competitive, adapt to change, and innovate. By utilizing various methods such as acquisition, leasing, internal development, blending, adaptation, and networks, organizations can build a strong knowledge base and drive growth and success in today's dynamic business environment. Embracing a culture of knowledge creation fosters continuous learning, problem-solving, and innovation, ultimately leading to long-term sustainability and prosperity. (Foldi, 2015a; Fodor, 2022; Karvalics, 2017).

Methods

During my qualitative research, we conducted thirty-six in-depth interviews with experienced leaders working in the construction industry within the private sector. Our aim was to explore the extent to which knowledge creation processes are considered in companies, whether they can identify the knowledge available within the organization, and whether they create knowledge maps. Additionally, we sought to understand why companies place importance on knowledge creation and what knowledge creation tools they employ.

The research's other essential objective was to examine the motivational systems in place at these companies and how they use motivational tools to encourage employees to pursue further education and training. Based on the interviews, it can be noted that the companies surveyed dedicate little effort to mapping the knowledge available within the organization, and they do not create knowledge maps. The most prevalent methods of knowledge creation observed were blending and adaptation. Knowledge creation and education are crucial tools that enable employees to develop their skills and expertise, making them more confident and effective in their work. This, in turn, can significantly contribute to the company's success and performance.

Results

According to the interviewed leaders, providing educational opportunities has two main benefits. Firstly, it promotes employees' professional development and enhances their job satisfaction. Secondly, it benefits the company as a whole, as it ensures a workforce with improved skills and knowledge. Various methods of knowledge creation were found within these companies, such as internal training, online educational opportunities, mentoring, and participation in professional conferences. However, the surveyed companies did not prioritize the exploration of available knowledge or identifying knowledge gaps, leading to difficulties in evaluating areas that require improvement. Addressing these knowledge gaps through educational opportunities for employees could prove beneficial.

The advantages of corporate knowledge creation, as identified by the interviewed leaders, include gaining a competitive edge, staying up-to-date with the latest technologies and procedures in the industry, improving productivity, and enhancing business processes. The relationship between employee motivation and knowledge creation was evident in the research. The surveyed companies have been using performance evaluation systems, including feedback-based evaluations and performance-based financial incentives, for several years. Motivating employees is not only crucial for their current work but also impacts their long-term career within the company.

To increase job satisfaction, companies should focus on improving the work environment, providing inflation-adjusted salaries, offering career advancement opportunities within the organization, supporting professional development, and improving work quality. Additionally, involving employees in decision-making, accepting feedback and constructive criticism, and supporting work-life balance can contribute to increased job satisfaction.

Satisfied employees can significantly contribute to the company's long-term success and competitiveness. Employee satisfaction impacts not only their relationship with the company but also business outcomes and the company's long-term profitability. The research showed that various factors can influence employee motivation, and what works as a motivational tool for one employee may not be effective for another. Some effective motivational tools observed in the surveyed companies include:

Rewards: Recognition and financial incentives have a strong motivating effect on many employees. Bonuses, premiums, rewards, gifts, and discounts are examples of such incentives.

Career development opportunities: Promotion prospects and support for training and education, along with new challenges and participation in different projects, can be motivating for employees as it allows them to develop and advance their careers.

Flexibility: Offering work conditions that allow individuals to balance their personal and professional lives. Examples include flexible working hours, remote work options, and extended periods of leave.

Positive work environment: A positive and safe work environment generally leads to happier and more motivated employees. A positive work environment allows employees to work together more effectively, support each other's work, and collaborate in solving various problems.

Goal-setting: Goals and performance indicators allow employees to improve and set specific and measurable objectives to focus on and strive for. Clearly formulated and achievable goals have a clear motivating effect on employees.

Interesting and varied job roles: Offering varied work tasks can increase the motivation of younger employees. New projects and tasks provide opportunities for individuals to face challenges and learn new things.

In conclusion, knowledge creation plays a vital role in the competitiveness and success of organizations. Companies must be attentive to mapping the knowledge available within their organization and creating knowledge maps. By employing diverse knowledge creation methods, organizations can foster a culture of innovation and learning. The research highlighted the importance of motivating employees through various tools, as satisfied and motivated employees can significantly contribute to a company's long-term success. Companies should consider implementing a mix of motivating factors tailored to the specific needs and preferences of their employees. Ultimately, by emphasizing knowledge creation and employee motivation, organizations can strengthen their position in the market and achieve sustainable growth and success.

Conclusion

To address the issue of knowledge creation processes, it is essential for companies to recognize the potential value of their internal knowledge assets and leverage them effectively. Implementing a knowledge-sharing culture and creating platforms for employees to share their expertise and experiences can significantly contribute to knowledge creation and dissemination throughout the organization. This can be achieved through regular knowledge-sharing meetings, workshops, or even online collaboration tools where employees can exchange ideas and best practices.

Additionally, establishing a formal knowledge mapping system can help companies identify and document the expertise and skills possessed by their employees. By mapping the knowledge landscape, organizations can better understand the distribution of knowledge and identify areas where skill gaps may exist. This knowledge mapping process can also aid in strategic workforce planning, talent development, and succession planning, as it allows companies to identify potential leaders and subject matter experts within their ranks.

Furthermore, embracing technological advancements and investing in e-learning platforms and digital training resources can provide employees with convenient and flexible learning opportunities. Virtual training sessions,

webinars, and online courses can cater to individual learning preferences and enable employees to acquire new knowledge at their own pace.

To enhance employee motivation for further training, companies should tailor their incentives and rewards to align with individual preferences and career aspirations. While some employees may be driven by financial incentives, others may be motivated by recognition, career advancement opportunities, or the chance to work on exciting and challenging projects. Providing a diverse range of incentives that cater to different motivational factors can lead to higher engagement and participation in training programs.

Moreover, fostering a positive work environment that values continuous learning and encourages open communication can play a crucial role in motivating employees to seek further training. Recognizing and celebrating individual and team achievements, as well as promoting a supportive and collaborative culture, can create a sense of belonging and loyalty among employees, driving them to invest in their professional development.

In conclusion, knowledge creation and employee motivation for further training are critical factors that can significantly impact a company's success and competitive advantage. By prioritizing knowledge management, implementing effective knowledge creation processes, and offering tailored incentives for professional growth, companies can foster a culture of continuous learning and innovation. Empowering employees to acquire new skills and knowledge not only benefits their individual growth but also contributes to the overall success and sustainability of the organization.

Scientific Ethics Declaration

The authors declare that the scientific ethical and legal responsibility of this article published in EPESS journal belongs to the author.

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