Promoting Knowledge Management through the Formal Aspects of the Organization / Greenwald Israel

Abstract

Knowledge management is composed of knowledge (information) activities that are dependent on organizational values and concepts. These values are displayed to as much as possible as the development from the existing organizational culture. The focus of this research is the designing of the work environment and the provision of feedback that will support knowledge management in the organization.

The knowledge is primarily a potential resource; therefore a significant part of its management it deals with increasing the communication between workers and increasing the obligation of the workers to the development of the organization. This empowerment is done through a range of technology, social events, and various services that the organization provides for its workers.

The design of the work environment emphasizes devoting resources to benefit the knowledge processes. For example: training systems, acquiring and assimilating user-friendly technologies that answer to the needs of the organization and support learning, sharing, creating, and documenting- of knowledge.

In addition to providing the necessary means, it is essential to define the time to work at it, to integrate the knowledge activities and the use of the technology as a built-in part of organizational processes.

It is especially important for the managers who are directly involved with the workers to become convinced of the importance, effectiveness, and implications of knowledge management; their behavior decisively influences the daily functions of the workers.

Publicly given recognition and positive reinforcement to the workers for their contribution to the organization through knowledge activities are even more effective rewards than financial ones.

Contribution of the research: The research proves the contribution of components of the work environment as shown above to the promotion of KM in the organization. Therefore it includes a range of suggestions/ possibilities to encourage knowledge management in the organization. In addition, there are a number of components in the work environment whose influence is less clear.

Directions for further research: This research was done on six organizations from the viewpoint of knowledge and human resources managers. Therefore for further research we recommend to increase the size of the sample or to examine the position of the workers in regard to these components in the framework of case studies.

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