

RECOGNIZING HIDDEN KNOWLEDGE IN BUSINESS ENTITIES: A SHORT REVIEW

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ABSTRACT

Organizations hide knowledge for a variety of reasons, which can be grouped into three categories: Reasons relating to the organisation, such as a competitive atmosphere, unfavourable norms or policies, and a demotivating climate. In the workplace, tacit knowledge refers to business-specific know-how. It can involve abilities such as how to complete a sales deal or how to easily manage consumer requirements. These skills are developed via specialised work experience and are not always easy to impart to other members of the team. Organizations have always considered themselves in terms of their very own concrete reality, with extremely formal borders and all external inputs and outputs visible in their entirety. Similarly, the processes and rules that provide the foundation for interaction and relationships between the organisation and its external entities are frequently quantifiable and documented. This method just expresses one layer of a company's reality. This point of view is mechanical, and while it is correct, it is not the whole picture. Life appears to operate on both a mechanistic (particle) and quantum (wave energy) level, according to new findings.

Keywords: Organizational, Emerging, Business-specific, Customer.

INTRODUCTION

The requirement for organisations to focus on knowledge generation (when learning occurs) starts at the individual level, where knowledge is first internalised and then shared with others, is supported by the knowledge conversion process. Socialization and tacit knowledge or personal information that is difficult to formalise and transmit but is firmly established within an individual is both at work. Converting tacit information into explicit knowledge is a difficult task for businesses (Bapuji & Crossan, 2004).

How can it be externalised for everyone's benefit? Information that can be digitally captured and saved so that it may be controlled and communicated with others is known as explicit knowledge. Knowledge must be translated and made accessible so that learners can integrate it with their own explicit knowledge. This type of knowledge translation, internalisation, and sharing creates a spiral effect that exemplifies social learning, and it's one of the main reasons why businesses should protect their most important assets and use user-generated content to reveal hidden knowledge (Barker, 2015).

With all that quantifiable, analyzable knowledge flying around, businesses worldwide should be thinking how else they can use it. It's important to look not only at external intelligence but also at internal intelligence, such as using social intranets to break through silos and learn regarding collaborations within a company. Every company has untapped information that can be unearthed to boost productivity and provide people with the tools they need to succeed. Beyond what each organisational member brings to bear in solitary as their own self-contained Holon system, the organisation is expressed in each of the individual organisational members. When a subordinate individual person is "seen" as an organization's Holon component, the delicate and hidden implicit information, stories, rules, and consciousness that make up organisational culture may now be sense-felt. When an

organization's systemic norms are broken, the consequences can be felt throughout the entire organisation (Bhatt, 2000).

As the organisational system tries to rebalance itself under the new dynamic at play, such systemic infractions have an impact on individuals in the system, either directly or indirectly. Actions arising from the organisational system subsequently affect the subordinate family system and the subordinate person system inside themselves. Modern organisational management strategies are increasingly based on short-term timescales in order to have a positive effect on stock returns, value for shareholders, and market views (Day, 1994).

The short-term, shareholder-driven approach to managing organisations frequently violates the fundamental laws and hidden dynamics that exist within organisations, harming the organisation as well as the subordinated families and individual systems that support it. In the usual business case that drives executive thought in the corporate decision-making process, these effects are neither examined nor measured. Organizations who want to achieve success rather than merely claim it and see their employees as their most valuable asset are beginning to embrace the hidden dynamics concept. Organizations throughout Europe have used this concept to approach organisational development and troubleshooting, with positive results (Elbanna, 2006).

CONCLUSION

The authors provide the following recommendations for organisations and managers based on their findings: Employees who receive training that improves their emotional intelligence are less likely to engage in knowledge-hiding behaviours, and they are more accountable. Promoting prosocial and organisational citizenship among employees, as well as instilling a feeling of community, will significantly reduce knowledge concealment. Sharing feedback with staff on a regular basis can help teams achieve mastery. Cooperation, learning, and skill growth are all encouraged in a mastery environment, which leads to knowledge sharing. In addition to promoting psychological safety, cultivating a mastery climate in a company can assist teams reduce knowledge hiding behaviours.

Employees getting to know one another through perspective taking may help to prevent knowledge hiding. Because time pressure has been linked to knowledge concealment, businesses that want to encourage information transfer should reduce role overload, role ambiguity, work overload, and abrupt deadlines. Employees may be more productive if they are not under time pressure to complete work quickly.

The emotion-based reciprocity process underpins knowledge concealing, which is based on emotional responses. If people are forced to emotionally attach to their jobs, they are more likely to engage in moral and organisational behaviour rather than immoral and self-centred behaviour. The negative impacts of abusive supervision can be mitigated by instilling ethical ideals in employees. Identifying and training neurotic employees can help prevent knowledge hiding in the workplace. Personal competitiveness can be a precursor to evasive knowledge concealment, and training can help employees up skill and become more capable.

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