A worker-centered model to understand the factors influencing knowledge application

Abstract:
Individuals represent the link between knowledge management initiatives and firm performance because the decision of applying knowledge depends ultimately on them. However, most of the studies describing barriers in knowledge management do not explicitly analyze the barriers that individuals face during the process of knowledge application. In this paper, we present a model of knowledge processes for the knowledge worker, the worker-centered model (WCM). The WCM represents the factors influencing knowledge application during knowledge intensive activities from the point of view of the knowledge worker. Three main knowledge processes are identified and the influential factors are allocated one to one to them. This transparent representation of the factors-process relations simplifies the analysis of failures in knowledge application. The identification of the failure factors from the individuals’ perspective is key to understand the requirements for improved methods of knowledge management that support more extensive and efficient knowledge application.

Stichworte:
knowledge application; knowledge worker; knowledge processes

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