

# Knowledge Transfer Practice in Organization

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## **ABSTRACT**

This paper reviews the literature consists of nine articles on the issue of knowledge transfer and implementation practices. At first, this paper explores the definition of Knowledge Transfer (KT) and the factors that influence the patterns among individuals and organizations and then, with beans spilling a significant impact towards business performance. Comparisons between different authors with different perspectives enhanced basic pure knowledge transfer, which will be discussed and analyzed critically. In addition, this paper also mentioned the challenges involved in implementing the KT consisting of individual aspects of the organization. Finally, this paper concludes with an overview of the practice of knowledge transfer within the organization.

**Keywords:** Knowledge Transfer, Organization

## **1. INTRODUCTION**

Knowledge Transfer (KT) has introduced a new way of sharing resources and experience of all the people; in fact, it has created a framework of concrete preserve tacit and explicit knowledge that emphasizes the value of ideas and experiences. Knowledge management approach has been used much in various industries including education, business, social and technology. This term has been used with interchangeable represent the involvement of information and knowledge in a theater major role civilization. The knowledge management approach has been applied vastly in many industries including education, business, social and technological. The term has been used with interchangeable represent the involvement of information and knowledge in plays major roles of civilization. Knowledge transfer derived from the application of knowledge management activities which has emerged as one of the strategic resource of a firm (Narteh, 2008).

Martinkenaite (2010) has stated through the transfer of knowledge, the firm has been described as an efficient generator, a repository of knowledge to contribute to revenue and maintain a competitive advantage. This is clearly seen through the transfer of knowledge in which it plays an important role in organizational management strategy to compete with other life changing. In terms of knowledge sharing and transfer of knowledge has been used immediately, rapidly and interchangeably, both terms denote different main activities of the organization and the impact on the business environment. This means in terms of knowledge

sharing and transfer of knowledge is always going to change from time to time in accordance with the organization's activities. Most organizations are moving towards knowledge and information management practices to better regulate and protect the assets of the organization in which they believe tacit knowledge embedded in people's minds will be the most valuable asset that needs to encode before the people to withdraw from the organization.

## **2. UNDERSTANDING KNOWLEDGE TRANSFER**

Knowledge transfer is regarded as an increasingly important process of knowledge management due to its ability to help the governing body to benefit from private knowledge. Knowledge transfer is defined as a process through which knowledge moves between a root and a recipient and where knowledge is given and practiced. In fact, knowledge can be transferred among people between levels in the hierarchy of the organization and between units and departments (Nguyen and Burgess, 2014) different in organizations, knowledge transfer is practical problems transferring knowledge from one part to another organization. Such as knowledge management, knowledge transfer, which aims to organize, create, capture or distribute knowledge and ensure its availability for future users.

Blumenberg, Wagner and Beimborn, (2009) stated that knowledge transfer is dedicated to the transfer of explicit knowledge. Knowledge transfer also defined as a process where the knowledge recite in people being captured, acquired and processed between outsourcers and providers. In fact, they described the knowledge transfer as the process of content transfer in order to provide clear definition between sender and receiver in the context of IT resourcing. Blumberg, Wagner and Beimborn, discussed on the different view of authors in defining knowledge transfer when it comes to the application in service provision which related to IT service and outsourcing. The article in details discussed at the similar key point as other articles where different term definition given, but based on the same concept of knowledge transfer.

Parent, Macdonald and Goulet (2014) says knowledge may be understood by as experiences; contextual comprehension, value-added information or insights based on the frameworks of understanding that reside in the minds of individuals or groups and has to be managed by itself in present in the form of tacit or explicit knowledge. The authors added the integration of the activities including knowledge creation, transfer, application, storage, identification and acquisition is seen as more beneficial to the organization than each separate activity conducted. Furthermore, knowledge transfer has been related to the other term widely used in a business environment where the term being integrated with exchanged and become Knowledge Transfer and Exchange (KTE) and represent the complete process of delivering and sharing knowledge among organization (Gera, 2012). In addition, the author implied knowledge transfer is about identifying the knowledge that already exist, acquiring it and subsequently applying this knowledge to develop a new idea or enhance the existing idea to make a process faster, better or safer than they would have otherwise been. The authors implied the transfer of knowledge is about identifying existing knowledge, obtain and then use this knowledge to develop new ideas or improve an existing idea to make the process faster, better or safer than they would be otherwise Effective knowledge transfer promotes better understanding in organizational and reduces uncertainty among stakeholders.

### **3. FACTORS INFLUENCED KNOWLEDGE TRANSFER**

The knowledge transfer process has been influenced by many factors which contributed to its implementation as highlighted as below:

#### *3.1 Social and Culture Values*

Most organizations are aware of the role of knowledge considered as long-term assets. But on the other hand there are some important things that need to be emphasized to promote the transformation of a better knowledge of the organization, especially among individuals. Organization would have examine social and cultural values, motivations and willingness to share knowledge through individual and team are crucial in order to facilitate trust and sharing (Gera, 2012). Organizations need to examine the social values and culture, motivation and willingness to share knowledge through individual and team is important to facilitate trust and partnership.

Liyanage, et al., (2009) agreed that the main factors contributed to knowledge transfer practices such as culture, skills together with the dimensions of capabilities, management styles, organization politics and also technology that supported the aligned strategy of knowledge transfer. In detail, they also divided the factors into two elements which are intrinsic where derived from the individual and also extrinsic factor which influenced by the environment as mentioned earlier. Both categories lead to different perception of positive or negative knowledge transfer that should be occurred in society or organization.

Knowledge transfer also influenced by the culture possessed by the individual and organization environment created to promote knowledge transfer where it becomes a part of organizational system (Nicolopoulou, 2011). The author also agreed with other referred articles which mentioned on institutionalization represent the organization ambience influenced the process of knowledge transfer with the different level of educational will motivate people to practice knowledge transfer. The author also mentioned on well versed experience will affect the organization employees to converse their gained input to the apprentice.

Narteh (2008) agreed that culture is likely to impact on knowledge transfer within collaborative ventures because of contextual differences between the partners. The differences in beliefs, values and practices between the transferors and transferees could create barriers to knowledge transfer unless they are identified and harmonized.

As stated, culture will affect the knowledge transfer because of different department has their different belief and culture. They will their own way to capture the information or knowledge. These happened not because of not trusting other but more on precisely in sharing and transferring information to avoid information leakage. For an example in Royal Malaysia Police (RMP) transferring knowledge not simply can happened because of the culture in the department not to share information without order even though they know that the information or knowledge could help RMP to solve the problem. So that, culture plays a big role in order to ensure transferring knowledge will occur as the other party wish.

### 3.2 Technology

Knowledge transfer also influenced by established communication tools or channel that has being set up by the organization in order to enhanced the better practice of it beside, the individual intention to deliver input to third party with the objective of adding strategic value of work process (Martinkenaite, 2012). As technology evolves, so does the process of knowledge transfer that takes place in which he became one of the key factors in building practices. The use of communication and media tools such as e-mail, cloud storage system, short messaging system, phone and network infrastructure is seen as a support system for the transfer of knowledge, especially in the organization.

Narteh (2008) agreed that it would be alternative methods that can be implemented in promoting the knowledge transfer in organization including technology or non- technology based methods. Various methods can be adopted but their effectiveness may vary depending on the type of knowledge transferred. The transferor may choose from simple on-the-job-training within its organization and other methods such as technology sharing in order to transfer the knowledge based on the effectiveness towards process.

Empirical findings show that many acquisitions are motivated by the need to obtain new technologies and capabilities from the target in order to compete and sustain growth (Martinkenaite, 2012). The author discussed on the acquisition of knowledge within the transfer process. It is being influenced by the technology factor which contributed to the process. The more options of technology supporting the process, it will enhance the process within organization.

The knowledge transfer process is affected by factors which are either organization related or technology (ICT) related (Nguyen and Burgess, 2014). The authors added, ICT based methods are carried out with the existence of ICT systems, varying from the simplest technology such as voice via telephone to more advanced technology such as knowledge portals or collaborative virtual workspaces.

In this case, even in organization like RMP and engineering sectors need this kind of technology in order to ensure knowledge transfer can be done properly. RMP basically needs technology 'walkie talkie', telephone, tablet etc to spread all information needed by their staff because nowadays without technology organization RMP cannot work efficiently.

### 3.3 Language

Language capacity among individual also being seen as a factor that affected the implementation of knowledge transfer especially among individual (Nguyen and Burgess, 2014). By having the similar language being used, it is kind of benefits the transferor and transferee in converse their message and input successfully. The language not only related to ethnicity but spatially the technical language being used by department and individual.

Through shared language possessed among individuals, it can facilitate and motivate knowledge transfer as well as create a positive social influence process (Blumenberg, Wagner and Beimborn, 2009). Common and frequent interactions play significant factor to the implementation of knowledge transfer process where the relationship among individual being established and reduce the limitation and barriers in transferring knowledge. Based on the

author, transferring knowledge through interaction such as face to face meeting, formal or informal conversation would be the options that promote the process in organization which is need to be complying with the policy.

The capacity to co-create a conceptual and operational language for different stakeholders involved in the process (Nicolopoulou, 2011). The author agreed the role of language which focusing on the operational language which might be differs compared to one industry. The capability of the organization including the employee to absorb and received knowledge transferred will be based on the conceptual understanding and language. Language difference can influence the transfer process as it should be effective and efficient as a part of communication skill (Gonzalez and Chakraborty, 2014).

Language is very important because it will make the other party feel ease or pleasant to communicate to others. In RMP especially in intelligence section, when the section has a detainee from other country who came to Malaysia to do their job for their country like surveillances what Malaysia have for national security, one of the way to make them talk is language if not they won't say a word when question given. In this case, it shows that language is one of the elements to make knowledge transfer occur nicely.

### *3.4 Trust and Relationship*

There is also a common consensus which involved the trust between parties or within organization to implement knowledge transfer (Narteh, 2008). The effectiveness of knowledge transfer also influenced by two parties capacity in implementing the process which consist of transferor and transferee where the article has highlighted on the similar factors such as dimension of knowledge and context, learning culture or intention, teaching capacity or skills with the extension of reward system which being mentioned through transferee perspective in promoting better practice of knowledge transfer. Besides, the author also mentioned on the capacity of both parties will affect the quality of output or specifically the transferred knowledge.

Besides, it can be done between inter organizations and also among individuals which required a certain level of trust in giving and delivering the knowledge possessed to another party. The trust might be established through the relationship developed along the way of collaboration process. Success of knowledge transfer in acquisitions may be achieved only if a trusting relationship between the two partners is created and a proper balance between transfer of new knowledge and preservation of existing knowledge is reached (Martinkenaite, 2012).

Gonzalez and Chakraborty (2014), have agreed the trust mainly play role in encourage individual to transfer knowledge. Attitudes directed toward the organization influence the motivation to share knowledge with others. It shows that most of factors derived from individual who play the major role in implementing KT besides the well-motivated environment and process that has been outlined as the contribution factors.

Trust and relationship are the most important elements to make somebody to share their tacit knowledge. Same goes in intelligence section in RMP when they want to 'dig' information from someone who involve or relate to the big criminal like human trafficking

activities. Essentially it will spend a year or more to gain relationship and trust between them before the person will let RMP's representative know the information about human trafficking precisely what he or she know about it. However this kind of practice could not happen between enforcement department like RMP and Immigration especially when it involves with the information of human trafficking. If it does in knowledge transfer, the practice will not fully implement to avoid information leakage.

Trust and relationships are the most important elements to make someone to share their tacit knowledge. Similarly, in the intelligence section of the police when they want to 'dig' information from a person related to or associated with major crimes such as human trafficking. Basically it will spend a year or more to get the relationship and trust between them before they'll let the deputy police know information about human trafficking exactly what he knows about it. However this type of practice cannot take place between enforcement agencies like the Police and Immigration, especially when involving human trafficking with information. If it is in the transfer of knowledge, such practices will not be fully implemented in order to prevent information leaks.

#### **4. SIGNIFICANT IMPACT**

The application of knowledge transfer has proven benefits to the organization which being discussed below:

##### *4.1 Well Performed Process*

The implementation of knowledge transfer has present significant impact to organization in term of process wise. Effective implementation of knowledge transfer which derived from the individual or employees, success people will enhanced the value knowledge possessed besides provide better solutions on business or organization performance. Through transferred knowledge and ideas, the organization is able to record all significant lesson learned, synergize their planning and action and also have strategic idea and projection for the organization. The people within organization being regarded as invaluable asset as they possessed real experiences and gained knowledge throughout the process. According to Gonzalez and Chakraborty (2014), consistent with a strategic implementation of global human talent, successful expatriation can enhance firm performance when it is implemented to add value to its international operations as the authors focusing on how the expatriate knowledge would be beneficial to the local organization especially the people who run the action. The most common situation would be the transfer of specialized information and knowledge so that knowledge implementation continues once the employees completed cycle in delivering tasks.

Knowledge transfer processes are expected to have apposite impact on shared knowledge, which in turn positively influences the outsourcing performance (Blumenberg Wagner and Beimborn, 2009) as mentioned in the article which discussed on the effective implementation of outsourcing and how the firm would be beneficial in contributing in knowledge transfer.

Systematic process of review and dissemination of knowledge trusted to be lead to improved competitiveness and the firm's performance (Gera, 2012). Provided with the support



system such as information technology, institutional mechanism, human resource management and knowledge management being seen to minimize the gap and contribute to the better performance. Supplied with support systems such as information technology, institutional mechanisms, human resource management and knowledge management is seen to reduce the gap and contribute to a better performance.

#### *4.2 Decision Making*

In further, knowledge enables an organization to make better decisions and compete effectively where knowledge creates competitive advantage and as the instrumental in enhancing organization performance especially when it is being used to solve problem, making decision, strategizing planning and reviewing performance throughout the organization (Gera, 2012). The successful application of knowledge required for effective transfer within organization and also the strategic utilization of the knowledge. Knowledge transfer being seen as the initial stage in conversed the knowledge but the crucial stage would be the practice of the transferred knowledge into the organization process including in making decision.

The knowledge embedded in people regarded as a valuable asset that being bring out from the organization when they leave, so the transfer process should takes place in preserving the knowledge for long term storage. The effectiveness will be based on the process and stages apply in specific organization. In business environments, knowledge transfer does not only take place via oral communication. It can occur through many other means such as technological interventions, intermediaries (Liyanage, et al. 2009).

#### *4.3 Individual Development*

Through the knowledge transfer, it shows the development of individual competencies in their specific expert subject by gaining the input derived from the process. By implementing the knowledge transfer, it shows on the preparing the talent management aspect within organization which will be the future anchor of the performance (Nicolopoulou, 2011). Knowledge diversity has established center of resources within the organization where the apprentice be able to capture the knowledge created and communicated through the process. The effective implementation of the transfer of knowledge that comes from individuals or employees, the success will be enhanced knowledge of value in addition to providing a better solution to the performance of the business or organization. Through knowledge and ideas are transferred, the organization is able to record all the important lessons learned, planning and synergies of their actions and also has strategic ideas and projections for the organization

The individual received input from experts contribute to their knowledge development where from novice to become expert in specific field derived from the transfer process (Gera, 2012). They started from unaware to become aware of particular field through the process. For instance exists within individual academicians is communicated as information or explicit knowledge when transmitted to students or practitioners.

Knowledge transfers emphasize one's capacity through the information, experiences and ideas gained through the events or processes. Knowledge mainly originates from an

individual's brain. It is information interpreted by the individual and applied to the purpose for which it is needed (Liyanage, et al. 2009). The knowledge transfer being seen as repeated process in acquiring knowledge and transfer for future purpose and also established the credibility among the knowledge owner.

## **5. CHALLENGES**

In order to implement the knowledge transfer process and activities, the individual and organization faced some limitations. There are few challenges that being highlighted as below according to the articles input:

### *5.1 Nature of Knowledge*

There is challenges in encoded the knowledge when it comes to tacit knowledge the interpretation play major roles of understanding and acceptance among individual within organization (Gera, 2012). The author added, there a various methods of implementing knowledge transfer, but it relies upon the type of knowledge being transferred and the organization scale. Sometimes, the inappropriate methods might cause uncertainty and different understanding and creates confusion among individual which will results to the different perception.

Dynamic nature of knowledge would be the limitation in conducting the effective knowledge transfer as it may differ based on one capacity and acceptance together with the applied methods (Martinkenaite, 2012). The nature of knowledge to be transferred as well as the medium of transfer adopted could impact on the efficiency of the transfer process (Narteh, 2008). The design capability, though classified under technical knowledge, is assumed to be tacit and therefore difficult to arrange the structure for transfer purposes.

### *5.2 Continuous Relationship*

Establishing continuation of relationship also become of the challenges where in order to sustain the continuous knowledge transfer development, it is crucial to have the respective individuals involved with the receiver through feedback given and trust which enhanced the effectiveness of the process. As mentioned by Nguyen and Burgess (2014), people only willing to share with people they have close relationship with. This could be the barrier that needs to be highlighted in promoting knowledge transfer for informal or formal application.

Nicolopoulou (2011) mentioned on the managing knowledge retention and transfer occurred between and across projects and their people become of the barriers in order to sustain the development of the project and also the network within team. As the team need to might develop and migrate to another team or project make the knowledge transfer difficult. Narteh (2008) agreed firms with a long period of dealings are likely to obtain enough information on each other to determine trustworthiness. And encourage the knowledge transfer shows that the continuous relationship is crucial and become as challenges in initiating the transfer process.

It is crucial for the organization to overcome the unstable relationship in conducting business and implement knowledge transfer as inter-firm relationships regarded as a key



antecedents of transfer (Martinkenaite, 2012). The short falls must be improved in order to have better quality of process and performance.

### *5.3 Individual Capacity*

When it comes to the asset exist in organization there is a solid element which appointed to the employee or individual involved in the business process. The term of change in staffing management would be one of the main issues where it pertains to the people's loyalty and security of the knowledge gained. Martinkenaite (2012) has different perspective saying that volatility of labor market might influence the employees to withdraw based on some circumstances which this implies on the knowledge that being brought out from the organization.

Furthermore, the author believed individual competencies is the barrier of knowledge transfer where the author highlighted on the absorptive capacity of the acquirer and acquire (Martinkenaite, 2012). This challenge also agreed by Gonzalez and Chakraborty (2014) by mentioned the capacity in absorbing the knowledge might differ and would become the barrier in delivering complete and success transfer process.

Narteh (2008) mentioned on the teaching capacity would be the challenges in implementing knowledge transfer besides the employment involvement. The teaching capacity of the transferors could be affected by the age and complexity of the knowledge, the experience in transferring knowledge as well as the transfer intents of the transferor. Besides, the author also mentioned on the capacity of both parties will affect the quality of output or specifically the transferred knowledge.

Nguyen and Burgess (2014) added the difficulties related to the individual based where all the activities of knowledge transfer need to be implement on human capacity in nurturing the trust and knowledge. They added, it was up to receivers to determine if they believed in the sender and/ or the knowledge being transferred.

The term of sender- receiver, transferor- transferee and acquirer- acquire has being used interchangeably. It does refer to same context of individual involved in the knowledge transfer process. The effectiveness of the whole process and output will be vary depend on the capacity of the individuals. This would be the challenges in implementing knowledge transfer as a successful process.

## **6. CONCLUSION**

Completion of knowledge transfer need to be done throughout the organizations as the industry is rapidly change and updating knowledge and information which it affected the overall performance of the organization. After the initial part takes place, continuous process of knowledge transfer have to be on action in order to preserve the valuable tacit and explicit knowledge embedded in individual who is a part of organization system. Unrecorded knowledge would be the loss for the organization as a future reference and developing better capable individual. After onset, the ongoing process of knowledge transfer need to act to preserve the tacit and explicit knowledge embedded in individual securities that are part of the

organization. Knowledge without records will be a detriment to the organization for future reference and develop a more capable individual.

Ready to do knowledge transfer throughout the organization in a rapidly evolving industry and update the knowledge and information which it affects the performance of the organization. After onset, the ongoing process of knowledge transfer need to act to preserve the tacit and explicit knowledge embedded in individual securities that are part of the organization. Knowledge without records will be a detriment to the organization for future reference and develop a more capable individual.

Furthermore the knowledge transfer activities regarded as personal initiatives where most on the process needs to be done by individual by following the organization setup in order to establish effective knowledge transfer. Besides, the significant impacts of the implementation encourage the organization to create the practices among them where they aware on volatile characteristics of employee and project knowledge existed in their system. Some organization created computerized system to perform knowledge transfer to ensure all the information and knowledge can be captured and preserved.

In addition, a significant effect of encouraging organizations to establish practices among those in which they recognize the characteristics of the uncertain knowledge workers and project exist in their system. Some organizations create a computerized system to carry out the transfer of knowledge to ensure that all information and knowledge can be captured and maintained.

Last but not least, all nine literatures discussed on the same areas which related to practicing knowledge transfer through basic dimension of applying it in organization by evaluating the contributing factors and outcome in different environment.

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