

Chapter 3 Knowledge management as part of competitiveness in the decision making process of collaborators within a commercial company

Capítulo 3 Gestión del conocimiento como parte de la competitividad en la toma de decisiones en los colaboradores dentro de una empresa de giro comercial

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DOI: 10.35429/H.2023.4.28.39

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I, Ayala (AA.) Business challenges in the new economic scenarios. Handbooks-TI-©ECORFAN-Mexico, Estado de México, 2023

Abstract

This paper presents knowledge management as part of the competitiveness in the decision making of employees within a commercial company, knowledge management is important, because it depends on it that employees can make decisions and learn from possible mistakes or successes. During 2020, some of the company's employees went to work remotely, which meant that there was no communication between the different areas, let alone sharing knowledge such as processes or solving problems that might arise. The objective is to analyze how knowledge management is part of the competitiveness in the decision making process of the collaborators within a commercial company. The type of methodology for this research is mixed, it will be quantitative and qualitative, since surveys and observation were applied. With the present work it was discovered that the true wealth is found in information and knowledge.

Knowledge management, Competitiveness, Intellectual Capital, Human Capital, Knowledge

Resumen

El presente paper, presenta a la gestión del conocimiento como parte de la competitividad en la toma de decisiones de los colaboradores dentro de una empresa de giro comercial, la gestión del conocimiento es importante, pues de ello depende que los colaboradores puedan tomar decisiones y aprender de los posibles errores o aciertos. Durante el 2020 algunos de los colaboradores de la empresa, se fueron a trabajar a distancia, lo que generaba que no hubiera comunicación entre las diferentes áreas, ni mucho menos que se compartieran los conocimientos como procesos o solución problemas que se llegaran a presentar. El objetivo consiste en analizar como la gestión del conocimiento, forma parte de la competitividad en la toma de decisiones de los colaboradores dentro de una empresa de giro comercial. El tipo de metodología para la presente investigación es mixto será cuantitativa y cualitativa, ya que se aplicaron encuestas y la observación. Con el presente trabajo se descubrió que la verdadera riqueza se encuentra en la información y el conocimiento.

Gestión del conocimiento, Competitividad, Capital intelectual, Capital Humano, Conocimiento

Introduction

From a perspective based on knowledge management, companies today are not only looking for the essential differentiators that allow competitive advantages, but also to provide their employees with the information and knowledge that has been formed throughout the history of the company, which is increasingly taken as a plus for competitiveness. When knowledge management is applied to the potential, to the employees' skills, this will be optimized and used in the best possible way. In addition, with this new approach, the present work shows the importance of knowledge for decision making and that by managing it in the main, it is considered as a competitive advantage.

Justification

This research is carried out to analyze how knowledge management is part of the competitiveness in the decision making process of the collaborators within a commercial company; thus giving agility and ease when solving problems, increasing productivity and sense of belonging to the organization, this will allow to encourage and motivate employees of a commercial company, and thus have a competitive advantage and good performance.

It is expected that with the integration of knowledge management with the collaborators of the company under study, they will be able to create work teams with synergy, help them analyze that sharing their knowledge will help them strengthen their skills, feel motivated to work together, organized, in such a way that decision making will allow them to avoid future rework and errors, thus achieving the same business objective and increasing business competitiveness.

Problem Statement

After the confinement of the commercial company, the company implemented home office work for some positions. However, this exposed that there are great challenges that must be addressed to have the best results as a company and as a team. The personnel already working in the commercial company are sometimes reluctant to share their knowledge, since they often consider that, by sharing their knowledge or experience, they will be fired or relegated by sharing it with younger people. Also, working from home created the challenge of working with new technologies that they did not use, especially since they were not familiar with the technologies that would allow them to facilitate the communication process and decision making, which caused delays in orders and product deliveries.

Hypothesis

If employee knowledge is properly managed, then organizational competitiveness will increase.

General Objective

To analyze how knowledge management is part of the competitiveness in the decision making process of collaborators within a commercial company.

Theoretical Framework

1. Knowledge

Nowadays, organizations seek to find competitive advantages through knowledge management, with the aim of providing employees with information to create a competitive advantage. Murraray, P. (2002)¹ refers that knowledge is the most valuable element for the company and society in general; since it is not a new issue; it can be mentioned as a reference within the company, employees who have been working in the position for a long time have mastered part of their activities and it could be said that on the other hand, for newly hired employees all the activities would be something new.

Table 1 Tacit and explicit knowledge

Author	Year	Type of knowledge
Michael Polanyi	1996	Tacit knowledge refers to the fact that people are always learning, since it is something we do consciously and unconsciously and without alternative. Knowledge, therefore, is a method of knowing. Every person knows his world, configured by his experience and his context.
Nonaka Takeuchi	y 1999	Explicit or codified knowledge is that which can be transmitted using formal and systematic language.
García Casanueva	y 2000	Explicit knowledge or knowledge about facts and theories, which can be expressed in writing.
Benavides Quintana	y 2003	Tacit knowledge is that which concerns the personal nature, difficult to formalize and communicate, being deeply rooted in the actions of individuals and groups. Explicit knowledge is that which is easily transferable and accessible through documents, presentations, databases, etc.

(Hernández Forte, 1987)₂

The interconnection between tacit and explicit knowledge is always an object of analysis since their interaction between the two is fundamental for learning and if practiced by the company will help to achieve our main objective.

1.1. Individual and collective knowledge

The problem of organizational knowledge generation lies in how individual knowledge is developed, towards work groups, to the organization and through organizations. Hernández Forte (1987)₂

Individual learning is necessary, but not enough to produce collective learning. The organization learns when, as a result of these individual learnings, new ones emerge, develop and are shared among individuals. Murray, (2002)₂. Knowledge is a fundamental resource in organizations, since it is the basis for decision making, innovation and the development of new strategies.

Individual knowledge refers to the experience, skills and knowledge possessed by each member of the organization. This type of knowledge is acquired through academic training, work experience and interaction with the environment. Individual knowledge is important because it enables members of the organization to make informed decisions and perform specific tasks. On the other hand, collective knowledge refers to the organization's ability to create, share and use knowledge effectively. Collective knowledge is the result of interaction and collaboration among organizational members, and is used to improve processes, innovation and decision making. Collective knowledge is the study of social media to knowledge management in a context to identify, share, document, transfer, develop, use or evaluate knowledge. Unlike individual knowledge that tends to emphasize balance, in the sense of personal goals, dreams and aspirations. Both can be had as long as there is a balance between them. Hernández Forte (1987)².

2. Knowledge Management

Collective knowledge management implies the creation of systems and tools to share and store information, as well as the promotion of collaboration and knowledge exchange among the members of the organization. The management of information and knowledge, as well as the people involved in it, have existed since the beginning of mankind, since man in his interest of communication used different techniques to record it, to transmit, share events, appreciations of their work and way of life, they did it through cave paintings, papyrus and other media. This condensed in some way to manage information; therefore, to generate knowledge in their community and their descendants. Ledo (2012)³.

For the author Monagas-Docasal, (2012)⁴ refers that Knowledge Management involves the identification and analysis of both available and required knowledge, with the help of planning and control of operations that allow the development of new knowledge assets, in order to achieve organizational objectives; which basically implies the development of a strategic management. On the other hand, the author Calvo Giraldo, (2018)⁵ mentions that Knowledge Management is an organized process, which integrates it the creation, capture, propagation, storage and use of knowledge within the organization to maintain a competitive advantage. Knowledge Management is developed within the framework of the so-called "new economy" or "Knowledge Economy", in which both academics and entrepreneurs recognize the importance of knowledge to achieve and maintain the competitive advantage of organizations.

Table 2 Knowledge management

Author	Theory
Gene Meiereran	Knowledge management is about using computers and communications to help people collect and apply their data, information, knowledge and affective decisions, collective wisdoms, in order to make better, faster and more effective decisions.
Matthias Bellmann	Knowledge management is the transformation of knowledge into business, learning by transforming information into knowledge.
Kart Eric Sveiby	It is the art of creating value by strengthening intangible assets. To do this you have to be able to visualize your organization as nothing more than knowledge and knowledge flows.
Charles Armstrong	Raise the organization's productivity to improve its ability to connect with the outside world and customers. This requires creating the right place, time and environment to promote thoughtful work and effective interactions.
Robert K. Logan	It is related to the use of strategic information to achieve business objectives. Knowledge management is the organizational activity of creating the social environment and infrastructure for knowledge to be accessed, engaged and created.

(Valhondo Solano, 2003)⁶

Both individual and collective knowledge are important in organizations. Individual knowledge provides the basis for making informed decisions and performing specific tasks, while collective knowledge enables the organization to be more innovative and efficient. Therefore, organizations must foster the development of both individual and collective knowledge to achieve long-term success.

2.1. Knowledge management objective

The main objective of knowledge management is to apply all this information to your day-to-day work and decision making to achieve a series of competitive advantages that allow you to be ahead of your adversaries. With the generation of knowledge, efficiency, productivity and profitability are increased; if effective and appropriate supports or tools are used, which help to facilitate the knowledge to be properly shared and in the generation of new knowledge. Pilar,(2011)⁷ This generated knowledge is important within the company under study; for the continuous improvement of its tactical and strategic processes, since the accumulation of knowledge provides innovations, which aim to increase the generation of value within them.

The human-social character of the knowledge management measures, makes the role of an active and enthusiastic participation of the collaborators, that these means are necessary according to the leadership style that is managed and how it manages to exert influence in the creation of motivation, participation and commitment, this in turn is close to what is explained in the concept of transformational leadership and that in the future can have a considerable effect on the ability and willingness of people to participate in the knowledge management measures. Yaghoubi, (2014)⁸

Leloup (quoted by García and Calvo de Mora, 2002, p. 138)⁹ intends knowledge management to be chosen as a fundamental activity and describes it as follows: a) Capitalize on the knowledge and experience possessed by individuals, gaining usefulness in personnel capabilities, skills and experiences by the members of this organization. b) Create new knowledge within the organization. By sharing and exchanging experiences among employees, ideas are generated, problems are solved together and ultimately valuable knowledge is produced. C) To better exploit the company's knowledge. Therefore, knowledge management is not a process of storing and accessing information, but a process aimed at generating value for the company.

Table 3 Knowledge Management Models

Model/Author/Year	Approach and characteristics	Advantages and Disadvantages
Pillars of Knowledge Management Wiig 1993	The three pillars of knowledge list a set of indispensable functions for Knowledge Management <i>1st pillar:</i> Study and classification. Analysis of knowledge and related activities. Knowledge extraction, codification and organization. <i>2nd pillar:</i> Knowledge assessment and evaluation. Knowledge-related actions. <i>3rd pillar:</i> Synthesis of knowledge-related activities. Knowledge management, utilization and control. Entrenchment, distribution and automation.	Advantages: Explores existing knowledge. Classifies knowledge. Manages, controls, distributes and automates knowledge. Disadvantages: Not all organizations can have this model applied to them. Mastery of the procedure is required.
Basic skills and knowledge creation Leonard-Barton 1995	It is composed of 2 elements for Knowledge Management. <i>Basic Capabilities:</i> Physical Systems. Management systems. Employees' skills and knowledge. Values and standards. Knowledge creation activities: Problem solving. Knowledge import. Implementation and integration. Experimentation.	Advantages: It has a knowledge control system, mechanism to channel its strengths. Disadvantage: Requires creativity on the part of the participants. Considers changes and improvements in their systems (software).
Knowledge conversion Nonaka y Takeuchi 1995	It is a model that uses four processes in which ideas are shared, articulated, reconfigured and understood. Knowledge conversion: Socialization (from tacit to tacit). Externalization (from tacit to explicit). Combination (from explicit to explicit). Internalization (from explicit to tacit). The authors give an important value to the knowledge of their human resources.	Advantages: Allows externalizing the experience. Knowledge is given in a spiral form and is always in constant growth. It is a model that is easy to understand and to put into practice. Disadvantage: The success of this model depends on the willingness of the participants. Tacit knowledge cannot always be shared.

After the analysis of the different knowledge management models, as well as their advantages and disadvantages, it is considered the most appropriate and applicable to this project, therefore, the knowledge conversion model described by Nonaka and Takeuchi (1999, p. 81) will be explained.¹¹

Knowledge Flows in the Organization.

Some authors consider that it is totally correct to substitute the term knowledge management with knowledge flow or knowledge flow management, since as it is always mentioned knowledge is power, knowledge flow restores it as a power within a work group, being this the power within the company *Distribución de Pollo y Huevo*. The effectiveness of implementing knowledge within the organization *Distribución de Pollo y Huevo*, will depend on the effectiveness and unity of the Knowledge Management system. Hernández Forte (1987)².

Intellectual Capital

Intellectual capital and knowledge management are two essential concepts for the success of any organization today. Intellectual capital refers to the intangible assets that an organization possesses, such as the knowledge, experience and skills of its personnel, the organizational culture and the relationships with its customers and suppliers. On the other hand, knowledge management focuses on the identification, capture, storage and distribution of knowledge to improve the efficiency and effectiveness of the organization's operations. Knowledge management is a complex process that involves the creation of an environment that fosters collaboration, continuous learning and innovation. To achieve this, it is necessary to establish a knowledge management system that allows the identification of critical knowledge for the organization, its capture and storage, and its distribution to the right people at the right time. One of the main benefits of knowledge management is improved decision making. By having accurate and up-to-date information, decisions are more informed and better informed. In addition, knowledge management allows the creation of a culture of continuous learning and constant improvement, which increases the organization's ability to adapt to changes in the environment. On the other hand, intellectual capital is fundamental to the success of the organization, as it is the engine that drives innovation and creativity.

Companies that invest in the development of their employees' intellectual capital can generate new ideas and solutions that enable them to remain competitive in a changing environment. Intellectual capital and knowledge management are two key elements of an organization's success. Knowledge management enables companies to leverage intellectual capital to improve the efficiency and effectiveness of their operations, while investing in the development of intellectual capital enables the organization to be more innovative and creative. Therefore, companies must work in both areas to ensure their long-term success. Of the elements of intellectual capital (structural, relational and human capital), the present research will focus on Human Capital, since this is formed by the intangible resources, capable of generating value, that reside in people: such as their skills, knowledge and abilities. Subsequently, this is the domain of knowledge and learning of the person and consequently of their training.

Knowledge, ingenuity and creativity must be motivated. The importance of motivation remains in the first instance so that people feel willing to expose their creativity in the performance of their work. Secondly, so that they are willing to share their knowledge. It is during this stage that the company gains more value, since knowledge has become organizational knowledge. The Social value of Human capital and its growth.

Decision

Decision making is a critical process in any organization, as it can directly affect its long-term success. Knowledge management and intellectual capital are two factors that influence an organization's decision making. According to Madrigal Torres (2009)¹² a decision is an opinion, a choice between several alternatives since, both in the personal space and in the administrative and managerial environment, all people make decisions at every moment, from day to day, in each phase of the stages of a project or a program. Chiavenato (2002)¹³ mentions that a decision "is the process of analysis and choice among the available alternatives of courses of action to be followed by the person".

Effective knowledge management can provide an organization with the necessary information and knowledge to make informed decisions. This is because the knowledge captured and stored can be used to identify patterns, trends and opportunities. In addition, effective knowledge management can promote a culture of continuous learning in the organization, which in turn can foster innovation and creativity. Decision-making is also influenced by the quality of the information available. If an organization has an efficient knowledge management system, it can identify and collect relevant information from various sources and analyze it to make informed decisions. In addition, investing in the organization's intellectual capital can improve the quality of the information available, as trained personnel can collect and analyze data more effectively.

Knowledge management is a key strategy that organizations can use to gain a competitive advantage in the marketplace. Competitive advantage refers to the characteristics that make a company stand out from its competitors and enable it to offer better products or services to its customers. Knowledge management can help companies develop a competitive advantage in three main ways: through innovation, operational efficiency and improved decision making. Innovation is one of the most important aspects of competitive advantage, and knowledge management can foster innovation in organizations. Knowledge management enables companies to share and use the knowledge of their staff and other resources to develop new ideas and products.

By having access to a diverse set of knowledge and skills, companies can generate innovative solutions that enable them to differentiate themselves from their competitors. Another important aspect of competitive advantage is operational efficiency. Knowledge management can improve the efficiency of company operations by providing access to the knowledge and expertise needed to optimize business processes. This can include the use of technology and process automation to improve productivity and reduce costs. By improving operational efficiency, companies can offer better products or services at more competitive prices. Finally, knowledge management can improve an organization's decision making, which can be a key competitive advantage. By having access to accurate and up-to-date information, companies can make better informed and more effective decisions in the marketplace. Knowledge management can also enable companies to make faster and more effective decisions in response to market changes.

Competitiveness

From a macro perspective, there are three approaches: from the World Economic Forum (WEF), which defines it as the ability of countries to provide high levels of prosperity to their citizens; from the Mexican Institute for Competitiveness (IMCO), for whom it means the ability of a region to attract and retain investment; and from the World Competitiveness Yearbook, which states that the competitiveness of nations analyses the facts and policies that determine a nation's ability to create and maintain an environment that sustains the generation of greater value for its companies and more prosperity for its people (Larios, 2016)¹⁴. However, it is not necessarily the firms that know more that perform better, but rather those that manage to use what they know better (Andreu, 2016)¹⁵.

From the meso approach, competitiveness is defined as the ability of a sector to maintain or increase, under conditions of free competition, its participation in internal and external markets, while maintaining satisfactory growth in the real income generated by its activity (Bernal, Fracica and Frost, 2012)¹⁶.

Competitiveness from the micro approach is defined by Larios (2016)¹⁴ as the ability of a public or private organisation to maintain advantages that allow it to achieve and improve its socio-economic position vis-à-vis other companies. Competitiveness defines the ability of a company to produce goods and services for markets where it competes, maintaining or increasing its share or level of profitability (Bernal et al., 2012)¹⁶. Competitiveness also includes, through the production and application of knowledge, the ability to develop processes that facilitate the search for new opportunities and overcome possible technical and organisational obstacles (De Cuffa, Rojo and Maccari, 2015).

Methodology

The type of methodology for this research is mixed, quantitative and qualitative, since surveys and observation will be applied. A validated instrument will be applied with the SPSS program, with 22 items, 7 items regarding knowledge and management, intellectual capital 5, competitiveness 5, and motivation with 6 items, the levels are Likert type with 5 levels. Direct observation will be applied to the collaborators of the case study, in order to obtain the advantages and disadvantages, as well as the areas of opportunity.

Based on this methodology, each of the elements that integrate the importance of Knowledge Management will be analyzed within the survey; externalizing from its definition, as well as the positive and negative factors to consider when making use of Knowledge Management. These interviews were applied to 15 collaborators of the administrative area, which consists of 9 Administrative Assistants; 3 administrative supervisors; 3 controllership analysts of the organization under study.

Observation:

The observation was applied directly, which allowed obtaining as a result that the employees to whom it was applied showed interest and openness to be taken into account with the results, what was also observed is that the older employees were the ones who were more interested in knowing the results of the survey, since most of them stated that they had never been taken into account in these activities.

Applied observation made it possible to gather information and learn from what happens in an organization or in the environment in which it operates. Some of the aspects that were observed are:

Patterns were identified and analyzed, i.e., the actions and behaviors of people that are repeated in the organization and that may affect the flow of knowledge were observed. In other words, it was possible to observe whether people share information effectively or whether there are barriers that impede the flow of information.

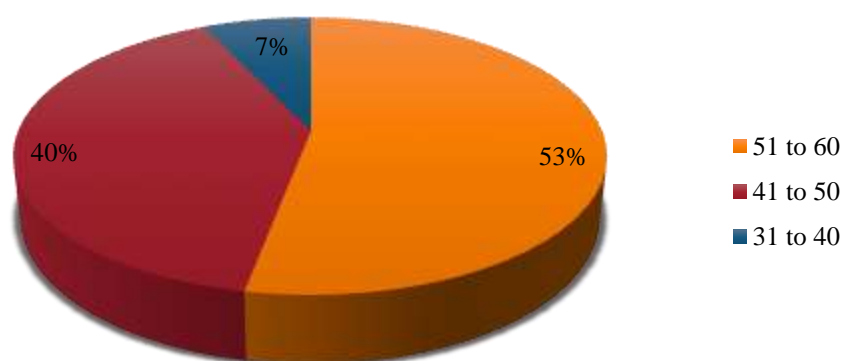
Learning opportunities were identified, observation also helped to identify learning opportunities, such as when it is observed that a person or a team has been successful in solving a problem or has implemented a new practice that has been effective.

Problems and obstacles that impede the flow of knowledge were identified, i.e., it was observed that people do not have access to the information they need or that they do not feel comfortable sharing their knowledge.

Analysis of results

The main results of the in-house survey are presented below.

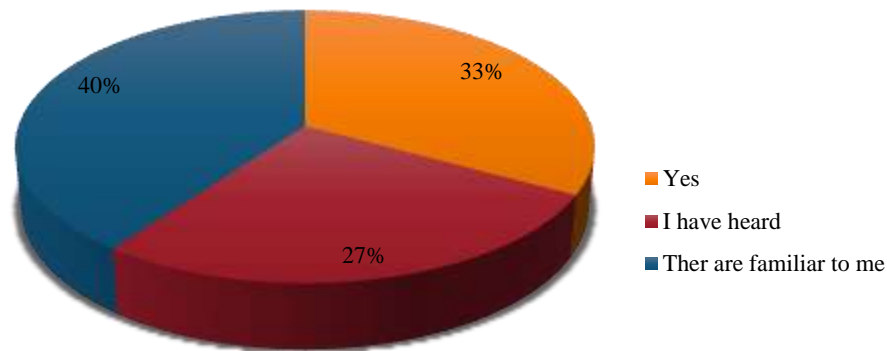
Graph 1 Ages



Note: Prepared by the authors based on information from the questionnaire application.

Among the surveyed population it was found that 7% of the age range is from 31 to 40 years; while 40% ranges between 41 to 50 years and finally 53% of an age range of 51 to 60 years as shown in this graph. It can be seen that the older employees are those who represent a high percentage; therefore they have more seniority in the company, which can be inferred that it is the majority of the employees of the object of study. This may represent that due to their seniority and age, it represents a risk for them when they are asked to transmit their knowledge to the younger employees of the organization.

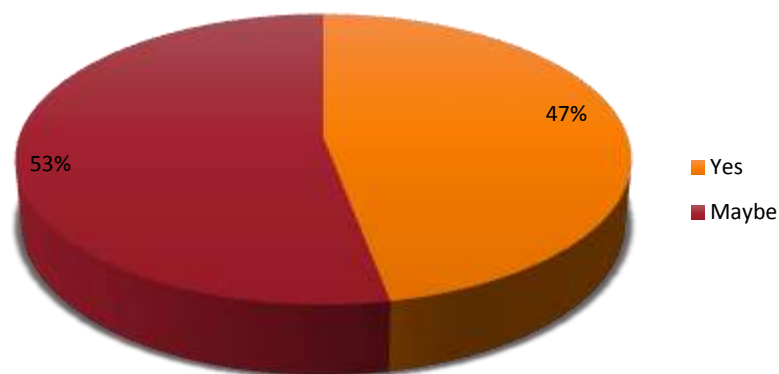
Graph 2 Knowledge management



Note: Own Elaboration based on the information from the application of the questionnaire

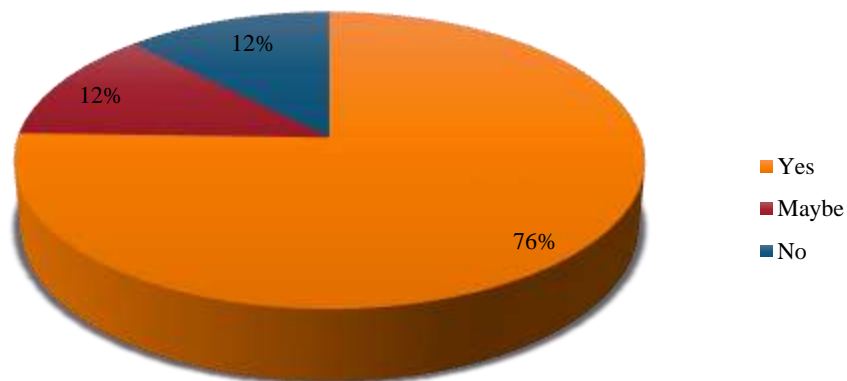
In this graph it can be observed that 40% of the company's employees are familiar with the concept of knowledge management, which means that they have an idea that knowledge must be identified, managed and transmitted; while 33% of the employees know that knowledge must be transmitted. As a result, it is necessary to clarify and reinforce the concept among all employees, since it is important to demonstrate how knowledge transmission can increase productivity and competitiveness.

Graph 3 Recognition of Knowledge as an Element of Strategic Value.



Note: Own elaboration based on the information from the application of the questionnaire

It is represented by 47% who think that the company under study does recognize knowledge as a value; however, the majority (53%) are not certain that it is recognized as a value, which could mean that collaborators do not feel recognized or valued when transmitting knowledge, which could lower or diminish competitiveness.

Graph 4 Knowledge Transfer

Note: Own elaboration based on the information from the application of the questionnaire

Another key question for this research project is to verify the good management of knowledge among employees and that it is essential for decision making in their daily work; in this graph it can be seen that the majority (80%) of employees believe that it is essential to share knowledge, either among peers or between subordinates and bosses, which will facilitate solving work problems that may arise every day, the above through brainstorming, experiences, knowledge, and thus make the best decision.

Conclusions

With the present work it was discovered that the true wealth is found in information and knowledge.

During the process of the project, the collaborators of the commercial company were integrated, making known each stage of the project, as well as the most relevant points, which would be the most significant, which favored the research since it began to create awareness of the importance of sharing knowledge. Thanks to this research work, it has been seen how in response to the current environment, the importance of transmitting knowledge has changed the way of thinking with the collaborators; It is worth mentioning that during the process of this project, the leader in command of the administration department, due to COVID issues, had to go on disability, that is when he detonated with the employees to decide and see themselves as a team to solve each of the challenges, this is a breakthrough in their work, they used their knowledge as a tool that gave them the ease of execution when solving problems, thereby optimizing productivity, teamwork, also allowed them to feel safe and proactive to just make any inquiry to their leader.

This fulfilled the main objective in determining the importance of good knowledge management as part of decision making, with a positive response to share their knowledge to use them with their first challenge, which was to cover the position of their leader and also to perform their activities; this generated alliances, commitment, growing as a team and thus eliminated redundant and unnecessary work. If all the benefits are oriented to the organization in general and sharing their knowledge is synonymous of collaborating and cooperating with the team, it achieves a new competitive advantage.

It was found that employees who have been in the work environment for more years find it more difficult to share their experiences, however, with the finding they were sensitised through talks, highlighting the importance of sharing their experiences and giving them the value of their work and their experiences, as well as through training or meetings that allow them to change their way of thinking; thus promoting an inclusive culture, since sharing their knowledge in decision making and its correct execution would be used as an integrating capacity of Knowledge Management.

Age can be an important factor in the transmission of knowledge for a number of reasons:

Experience: Over time, people accumulate experience and knowledge in various fields. This experience allows them to have a broader and deeper perspective on different topics, which facilitates the transmission of knowledge to younger generations.

Wisdom: Age is associated with wisdom, which is practical knowledge and the ability to make informed decisions. Older people tend to have a higher degree of wisdom due to their life experience, which enables them to pass on valuable teachings and advice to younger generations.

Traditions and culture: Older people are often the bearers of a society's traditions, values and culture. They pass on knowledge about customs, rituals, stories and values that have been passed down from generation to generation. This cultural knowledge is fundamental to maintaining the identity and cohesion of a community.

Mentors and guides: Older people often take on roles as mentors and guides for younger generations. Their experience and knowledge enables them to provide guidance and support to those who are starting out in a particular area of study or work. Mentors can share their experience, offer practical advice and help young people avoid common mistakes.

However, it is important to note that knowledge transfer is not exclusive to older people. People of all ages have the capacity to pass on knowledge and learn from each other. Knowledge transfer is a two-way process in which both young and old can learn and benefit from each other. Each generation has unique perspectives and different skills that can contribute to the learning process and enrich the transmission of knowledge in a society.

Within the framework of the previous context, employees must be prepared to generate a culture of knowledge management and information transfer, in such a way that processes are optimised, seeing themselves as a team to make decisions to solve each of the possible challenges, but fundamentally giving them a sense of belonging. If this new way of working could be extended to colleagues who still remain in the home office, it would be ideal to create transcendental benefits for the company.

Evidently, employees are tacitly aware of the company's vision, mission and values, even if this is not documented or explicitly set out in a plan, which, if carried out, would undoubtedly reinforce the knowledge of these strategic elements, which would generate a sense of identity among employees and thus enable them to make the organisation's objectives their own, which would increase the organisation's competitiveness.

Another aspect that predominates is the use of documented procedures that are carried out for the operations of the organisations, procedures that are fundamental in the day-to-day running of the organisation. Therefore, if the knowledge of these processes is not transmitted, productivity may decrease. In the same sense, possibilities for improvement are detected in the application of administrative practices oriented towards the elaboration of action plans with specific objectives and strategies for the development of knowledge among collaborators.

The formulation and promotion of a strategy of this nature, where knowledge is the fundamental platform on which to boost business competitiveness in the long term, requires top management committed to the development, dissemination, use and retention of knowledge that adds value.

Knowledge can be a source of competitive advantage, as it enables companies to innovate, improve their efficiency, adapt to change and respond to market demands more effectively than their competitors. Therefore, knowledge transfer plays a crucial role in strengthening competitiveness.

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