

The Administration of Knowledge for the Generation of Competitive Advantages

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Abstract: How does an adequate management of knowledge and human capital skills allow the company to generate competitive advantages? It is the question that guides this research itself, which aims to identify the way in which knowledge management in the organization allows it to generate a change to be more competitive in the sector it serves. The qualitative paradigm was addressed through a case study, applying semi-structured interviews, document analysis and non-participant observation. The case study refers to an Institution of Higher Studies of the State of Queretaro, the interviews were applied to administrative personnel of the Institution triangulating with interviews carried out with managerial personnel. The reflections on the results obtained indicate that the staff considers that their commitment and loyalty increase when their potential is recognized, when they have possibilities for growth, promotion and development opportunities. Proper management of high-performance teams and the dynamic capabilities of workers allows them to offer them responsibilities and autonomy that generate gratitude, belonging, and empowerment. These are the strategies that high performance organizations use to enhance their human capital.

Keywords: Knowledge Management, Human Capital, Competitive Advantages, High Performance Teams

1. INTRODUCTION

Organizations face several challenges to be able to sustain themselves in a globalized market, therefore the most valuable resource they have to face these challenges is their human capital, the strategy of high-performance organizations is to strengthen people integrating them into teams according to their complementary dynamic capabilities and if these teams are not managed properly they would risk being affected by not having clarity in their objectives, not having the right conditions to have contact and may even have the opportunity to unify criteria and goals to avoid confusion and inappropriate decision-making, it is important to establish clear policies and procedures, which are respected by the different hierarchies and leaders, this will generate trust and assertiveness as well as a decrease in resistance to change and an improvement in culture organizational.

One of the skills that are most required in the workplace is the ability that each employee must have to work as a team. Having High Performance Teams means that they can help to achieve the organizational objectives, in such a way that competitiveness can be maintained and the organization is helped to grow constantly, so that they can react effectively and efficient to all changes in the environment, generating a commitment among themselves. It is not only important to work for the objectives of the organization, but also the cohesion, values and behavior of its members, achieving synergy and capitalization of human capital.

As organizations restructure to compete more effectively and efficiently, they are turning to teams as the best way to harness employee talents. Teams have been found to be more flexible and accountable to changing events than traditional departments or other forms of permanent groups. Teams have the ability to form, act, dedicate themselves to something else, and disintegrate. But their motivational

properties should not be ignored. Extensive use of equipment creates the potential for an organization to generate more results without increasing its inputs.

2. THEORETICAL ASPECTS

2.1. High Performance Teams

Katzenbach (2000) defines the team “as a small number of people with complementary skills, committed to a common purpose, a set of performance goals and an approach for which they feel jointly responsible” (p. 84). The essence of a team is the common commitment that exists in each of its individuals, but converted into a powerful collective unit. Commitment requires a purpose that team members can believe in as teams find commitment by working to shape a meaningful goal. Successful teams outline their goals in response to a demand or opportunity that comes along the way.

Warren Bennis (mentioned in Luthans, 2008) argues that effective teams are those that share dreams and manage conflict, forgetting individual egos. These, in turn, are protected by managers and pay a personal price for success. Its leaders provide direction, confidence, hope, meaning, and show a tendency toward action, risk-taking, and urgency. Efficacy depends on how the groups are formed and also on adaptation to non-routine events and for this, three key behaviors are suggested to adapt to unusual circumstances or events; that is, the information must be collected at the correct time, properly classified in order of importance, and tasks must be divided in such a way as to allow successful adaptation.

According to Borrell (2001) there are two modalities that make up the emotional life of a team: cooperation and competitiveness. In addition to these, we talk about motivation that consists of three basic steps:

1. Get people to stop fighting: interpersonal conflicts usually appear because there are good reasons for it. The first thing that the representative of a team must achieve is to smooth the rough edges that almost always occur due to the organizational tension to which it is subjected and also achieve quality relationships among its members;
2. A place for each person: this does not mean a physical position but a position that is symbolic and has special relevance since an appreciated person is a person inclined to cooperate and therefore his self-esteem increases and
3. Positive discrimination: it is important that the company has a discriminating incentive policy and if the company does not have it, the representative can create them since if he / she rewards or punishes the different team members with comments, with preferences or with small but important decisions, they can do more pleasant or unpleasant the professional life of their colleagues.

It is necessary to discriminate with equanimity, always trying to differentiate emotions from realities, without being carried away by resentment and the actions will indicate to the other members which are the awarded attitudes, the attitudes that make up the team and therefore those that harm it .

The factors that influence the team's results according to Hellriegel et al. (1999) are the context, goals, size, functions of its members and diversity, norms, cohesion and leadership, which result in the behavior and dynamics of the team.

According to Robbins and Judge (2009) the four contextual factors that seem to have a most significant relationship with the performance of a team are: the availability of adequate resources (teams are part of a larger organizational system). A shortage of resources directly diminishes the ability of the team to perform its work effectively), effective leadership (team members must agree on who is going to do what and ensure that everyone shares the workload fairly), a climate of trust (team members trust each other and also their leaders. Interpersonal trust among team members facilitates cooperation, reduces the need to monitor each other's behavior, and unifies members), and an evaluation and reward system that reflects team contributions (consider making modifications to evaluations, profit and profit sharing, incentives for small groups, and other changes to the system to make them group-based, to that reinforce their effort and commitment).

For Borrell (2001) not every manager is capable of leading a team and, on the other hand, not every leader has a team in charge. A manager must also be a leader or have leadership skills when forced to

persuade, motivate, control or empower subordinates, equals or superiors. To coordinate a team, we talk about harmonization, ironing out rough edges, misunderstandings and conflicting interests and achieving the unity necessary for effective activity and representing the team, above all. We do not speak precisely of a born leader, but of a good leader for a specific team and for a specific moment, since today it is recognized that there is no single way to lead organizations. The best leader is the person trained to adapt to the culture of the organization.

2.2. Knowledge Management

The challenges that organizations face require that company managers and their staff prepare in terms of values and technical-managerial tools that allow them to take into account, according to Bueno (2012), “the era of intangibles and the twilight of the tangibles”, which is characterized by organizational, competitive, sociocultural and technological changes, changes that occur quickly due to information and communication technologies that have acted as dynamic forces of globalization and later, of the construction of the knowledge age.

This causes the need to learn to manage change and build intelligent organizations, in such a way that its main strength is reflected in the learning capacity of its collaborators at all hierarchical levels. Organizations (in general and in particular) need to make changes in their management and in their structures in order to respond to the environment and generate skills, understanding that the creation of value is achieved from an adequate knowledge management as one of the responses. key to the current crisis, where the role of techno-scientific knowledge and innovation is not recognized, as well as the importance of values such as ethics and respect.

According to Zapata and Caldera (2008), an effective organization does not have a single model that is closed and stable, on the contrary, it constitutes an open system where there is the influence of a series of factors that force to find an adjustment between the internal variables and the environment so that the company can achieve its objectives.

The complexity of an organization is related to the distribution and use that is given to knowledge and that is necessary to make decisions, Morin (1998). Jensen and Mecling (1992) argue that an organization is not very complex when the information needed to make a decision is concentrated in one or a few people, but this really depends on the number of assets, organizations or collaborators of the organization. In centralized organizations, decision-making is concentrated solely on the director and in decentralized organizations they go from the director to the general manager, from the general manager to the manager of each department and so on, however, the decision is not always shared with the collaborators who do not have a managerial position, even when they have the necessary knowledge to meet the objectives. For this reason, it is essential that organizations know the knowledge that all collaborators possess in order to achieve better coordination of actions and knowledge when decisions are made.

Currently, knowledge management is spoken of as the solution to major problems in an organized society, however, not all companies can perceive its use and implementation in a context of complexity.

Molina and Marshal (2002), mention that organizations sell what they know and this is obtained from teamwork on the part of their collaborators, using the appropriate technology and with experience, but large companies find it difficult to take advantage of this experience since they are limited by the little closeness they have with their members and the high costs of managing their dissemination.

Globalization can only be productive when the factor of production is used, according to North and Rivas (2008). High productivity, demanding demand, new businesses, to say the least, lead to greater effectiveness and efficiency in organizations.

For Rodríguez (2006), the appearance and gradual importance of knowledge as a new factor of production causes the development of technologies, methodologies and strategies for its measurement, creation and dissemination to be a current primacy in companies and, therefore, an essential element for economic and social development. This requires incorporating flexibility in companies, an increase in technologies where human talent is familiar with them, decentralization in the decision-making process, decision-making capacity and assuming challenges and therefore, a management that is aware of the importance to execute permanent programs of training and updating of personnel, that is open to the permeability of the company's structures and to the visualization of interpersonal relationships that will be very useful in order to provoke the exchange of knowledge.

As the service sector becomes more important compared to the industrial sector, the recognition and value that is given to human talent and therefore the knowledge it generates increases, in the same way, innovations of a technological nature become important. The use of information technologies can become a facilitator of organizational innovations, as well as an instrument that provides the implementation of changes when carrying out a study of the internal and external factors of the organization.

3. METHODOLOGY

3.1. Objective

I identify the way in which knowledge management in the organization allows it to generate a change to be more competitive in the sector it serves

3.2. Research Question

How does an adequate management of knowledge and human capital skills allow the company to generate competitive advantages?

3.3. Method

The qualitative paradigm was addressed through a case study, applying semi-structured interviews, document analysis and non-participant observation.

3.4. Object of Study

The case study refers to an Institution of Higher Studies of the State of Querétaro,

3.5. Field Procedure

The interviews were applied to administrative personnel of the Institution triangulating with interviews carried out with managerial personnel.

4. RESULTS OR DISCUSSION

The reflections on the results obtained indicate that the staff considers that their commitment and loyalty increase when their potential is recognized, when they have possibilities for growth, promotion and development opportunities. Proper management of high-performance teams and dynamic capabilities of workers allows them to offer them responsibilities and autonomy that generate gratitude, belonging and empowerment. These are the strategies that high performance organizations use to enhance their human capital.

Regarding knowledge management, it does not mean the need to have a bank that archives knowledge and there to deposit all talent, it is knowledge understood in its dynamic, permanent and progressive form.

The crucial competitive advantage of organizations will then be knowledge, produce it, process it, select it, share it, provide it and, importantly, use it to generate survival through which this knowledge is duly inserted through the processes of organizational development of the company. . (Zimmermann, 1998)

In this way, the Institutions try to modify their static controls, by taking advantage of the experience and knowledge of their collaborators, trying to recognize the informal and social aspect, as well as working on projects that involve teams at different levels of responsibility and hierarchy.

Regarding the impact that clarity has on the organization's job profiles , their definition, the required knowledge and the necessary knowledge , the interviewees considered the generation of planning regarding the administration of human capital as fundamental . The lack of job profiles and, in general, of the planning and organization of the human factor has been perceived firstly as a factor that does not allow clarity regarding functions.

This factor, which implies a lack of clarity of functions, is already in itself an aspect of Human Capital that does not allow to generate changes. From an optimal management of people's talent based on their profile and the position they hold, it provides security to them in relation to their performance.

In few cases, there is certainty regarding the performance of people in the organization, which, due to the responses of the respondents, is related, on the one hand, to the organization chart itself, that is, to

the hierarchical closeness they have with the general manager in this way a close bond is developed and consequently communication is more fluid, including the initial communication at the time of being hired.

Another factor of human capital that was observed during the interview stage is the fact that the people who are in the operational area have developed their skills and knowledge over time and derived from daily work. This has allowed them to have very specific knowledge in each of the areas they have, but as a consequence, people have determined that this knowledge requires a professional base, that is, to formalize that knowledge through an education that involves the participation of professionals. in the same.

They see a direct impact on their performance in the organization in terms of customer service, so the fact of not having a wide range of knowledge through formal education in some of the areas in which they work has not allowed them to fully exploit the performance of the organization

The interviewees consider that the skills they develop through experience within their work are considered as skills that impact on the development of the Institution, such as the ability to work as a team, make decisions, timely response capacity, among others that They are important skills but that people do not necessarily include in a curriculum vitae because they do not consider that they are important or are omitted when developing a document like this, but that they have an impact consciously on the part of them in the organization.

Because people have different skills and abilities to generate knowledge and apply it, it is important to consider the formation of teams that contain the different skills that are required to complement each other, since some develop more quickly the assimilation of training and development, others innately have some competencies and others require greater attention and monitoring, therefore it is the responsibility of the organization to generate the strategy to manage knowledge in the most effective way for the person and the organization.

The need to generate knowledge in an academic way is recognized so that this knowledge is had formally and on time. Those are two important factors seen by the staff.

There are many people who consider that skills that are not described in a CV, or that apparently are not related to their work, may be useful for the organization. In other words, what they know, outside of their work, is important for the company, to develop certain elements of work or to collaborate with the whole team. In this sense, it would be important that the knowledge they have generated over time be recognized and used, since it is knowledge that is used, but is diluted in other activities or over time.

Regarding human capital, people know their process, as part of a somewhat informal communication with the work team, starting from there, it is recognized by each of them that they have a certain specialization in their area, either from formal, informal or through experience, but in some way or another they have the knowledge to apply it.

For most people it is necessary or important to specialize or acquire knowledge that impacts their process, but in other areas related to it. This was observed and is considered as a very important point, since there is a great concern to obtain knowledge, although due to a personal concern but derived from a vision of development as a whole, the same people have visualized areas of opportunity that have not been developed due to a lack of knowledge, which in turn derives from a lack of training.

Some of the staff have acquired knowledge in a formal way, but from that academic education they have received some courses or training that help them to carry out their process in the organization,

On the other hand, there are personnel whose knowledge has been acquired in an informal way, through the experience of some years of work and in other organizations, which has allowed them to know their process and carry it out.

Regarding what people perceive in terms of the knowledge contributed to the planning of the Institution and its importance within it, as well as their contribution to the planning of the processes derived from their knowledge, aptitudes and abilities, it follows that the subject of quality management arises as a need to focus the view of the interviewees not only on planning, although a quality system also arises from strategic planning but also as a need to streamline processes. The interviewees agreed that they felt valued in the Institution by its leaders, by the Institution itself and by the possibilities of personal and professional development that it offers them.

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