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The Construction of Enterprise Tacit Knowledge Sharing Stimulation System Oriented to Employee Individual

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Abstract

Tacit knowledge is the core value element for enterprises to obtain the competitive advantages in knowledge economy era. Starting from the inner enterprise employees, taking the technology class of tacit knowledge such as practical skills and know-how, and the cognitive class of tacit knowledge such as experience and gnosis as the object, it constructs the inner tacit knowledge management framework which includes Knowledge subjects, Information technology and Knowledge community based on the conversion process of enterprise implicit knowledge as well as the related incentive mechanism and control mechanism. Such a system makes the enterprise inner individual employee tacit knowledge shared, makes shared knowledge explicit, makes explicit knowledge into assets, and makes asset knowledge into incomes, so as to provide ideas for enterprise tacit knowledge management.

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1. Introduction

With the arrival of knowledge economy era, the acquisition, transfer, sharing and management of knowledge have become the necessary conditions for modern enterprises to realize technological innovation and gain competitive advantage. But above all, tacit knowledge has become one of the important sources of the enterprises' core competitiveness, on account of its imperfectly replicable and imitable attribute. By the present situation of our country's enterprise's technology and market development, it can be found that there exists a large number of unprofessional tacit knowledge within the enterprise which is always unknown, non-shared and discrepant due to different individual perceptions. To wit, the tacit knowledge comes from the gradual enlightenment and insight during the working process of individual employees, so as to store as the implicit knowledge with the form of

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experiences in the minds of employees. This kind of tacit knowledge is difficult to obtain, transfer, share and manage. Besides, tacit knowledge is always been ignored as an important part of the enterprise internal knowledge management, because it is easy to loss heavily accompanied by the corporate activities of employees' leave, retirement and scale reduction etc. Aiming to solve the problem of tacit knowledge management based on employee individual, this paper constructs a framework of tacit knowledge management and sharing incentive system for employees to realize the internal knowledge inheritance, improve the efficiency of knowledge management and the capability of knowledge innovation.

The problem of tacit knowledge management activities in enterprise and related issues increasingly concerned by experts and scholars, such as the process and mechanism, influence factors, applications and relationship between knowledge and innovation.

Tacit knowledge management. Meister M and M Masella R^[1] defined a theoretical frame of Knowledge Management System in which eight constructs were detailed by dimensions and variables: goals, business environment, budget, organizational results, organizational design of KMS use, organizational culture, knowledge management systems and organizational memory content. Mohammad P. A et al^[2] examined the relationship of organizational wisdom and the components of strategic intelligence (including knowledge management, competitive intelligence and business intelligence), The findings showed that organizational wisdom and strategic intelligence are significantly related, and the components of knowledge management explains 43%. Barry Andrew Piorkowski et al^[3] described a Dynamic Knowledge Management framework that would have most benefit at the start of the product lifecycle before key decisions were made. Tianyushan^[4] discusses the framework and key technology in tacit knowledge management in Web 3.0 environment in tire industry.

Researches about the influence factors of tacit knowledge management include ICT Support and Reverse Logistics^[5], weak ties and trust^[6], the style of KM^[7], personality traits^[8], level of teams^[9] ect. J. Scott Holste and Fields Dail^[10] divided trust into two categories: affect-based and cognition-based trust of co-workers, the former has a significantly greater effect on the willingness to share tacit knowledge, and the latter affect on the willingness to use tacit knowledge. Allameh S M et al^[11] proposed that the critical success factors (CSFs) of KM has a direct effect on organizational innovation (OI) and indirect effects

through organizational learning (OL). Sajjad M et al^[12] addressed two different strategies based on the tacitness of knowledge, and optimal knowledge management strategies can cultivate the organizational cultural fit and maximize the organizational profit. Anna Rogozińska-Pawelczyk^[13] analyzed the relationship between the psychological contract and the propensity to create, share, and use organizational knowledge.

At present, the strategy of tacit knowledge sharing and management has been used in product lifecycle design and support^[14], Supply chain planning and scheduling integration^[15], renewable energy industry^[16, 17], and the commonly used research methods of tacit KM related to case-based reasoning^[18], Social Network Analysis^[19]. Shaofeng Liu et al^[20] applied knowledge management to the management of lean supply chain decisions, and proposed a decision-focused knowledge framework including a multi-layer knowledge model, a knowledge matrix for knowledge elicitation, and a decision tree for the design of the knowledge base. Michel Mitri^[21] describes tacit performance assessment in the context of knowledge management and presents a prototype decision support system for managing tacit assessment knowledge using knowledge management techniques. Iuliana Dorobat^[22] assessed the role of tacit knowledge management on the success of Enterprise Resource Planning (ERP) systems implementation. AM Dima, S Vasilache^[23] assessed Master students' collaboration in a common research project in university by using social networks modeling.

Furthermore, tacit knowledge has a crucial influence on the success of innovation processes in companies and plays a vital role as a company resource and success factor^[24]. Cristina Martinez-Fernandez et al^[25] presented an innovative initiative of a regional university stimulating the development of a knowledge hub around nanotechnology applications to businesses, exploring the influence of knowledge management on industrial innovation.

From the analysis of scholars' research above, it plays an important role during the process of technological innovation and competitive advantage in enterprise to realize the management activities of internal tacit knowledge transferring, flowing, interacting, sharing etc. Either, tacit knowledge is influenced by the sharing willingness of employees and the organizational environment of enterprise, because of its characteristics of occult, personality, difficultly coded and expressed. Therefore, it is necessary for enterprise to establish a perfect incentive system to

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