Chapter 9
The Role of Knowledge Transfer in Modern Organizations

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ABSTRACT
This chapter reveals the overview of knowledge transfer; knowledge transfer, labor mobility, and labor diversity; knowledge transfer and subsidiary perspectives; barriers to knowledge transfer; knowledge transfer and absorptive capacity; knowledge transfer and knowledge acquisition; knowledge transfer and virtual teams; and the advanced issues of knowledge transfer in modern organizations. The process of transferring knowledge is an ongoing progression of learning, adjusting, and improving. At the organizational level, knowledge transfer manifests itself through changes in the knowledge of a unit. Most successful knowledge transfer efforts actively involve both the source of the knowledge and its receiver. Establishing performance expectations for those who will use the knowledge further quantifies the value of the transfer. Companies considering or using knowledge transfer processes, should continuously evaluate their social media readiness. The benefits of knowledge transfer for workplaces include the increases in productivity, speed, agility, profits, and growth.

DOI: 10.4018/978-1-5225-2897-5.ch009

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INTRODUCTION

In the era of knowledge-based economy, knowledge has become the most important core competence (Tsai, et al., 2012). Knowledge management (KM) is the process of capturing, organizing, and storing information of workers and groups within an organization (Kasemsap, 2017a). Knowledge transfer is an important issue for KM programs (Herschel & Yermish, 2009) and is the systematic process of sharing knowledge and learning from the experience of others (Henry & Lee, 2009). In order to overcome the challenges posed by globalization, an increasingly complex business world, and the transition to the knowledge-based economy, both academia and practitioners need to reinforce the importance of knowledge transfer activities between universities and other stakeholders and the development of new forms of transfer activities between academia and the external environment (Dima, 2013).

Knowledge management system (KMS) can potentially enhance knowledge transfer by providing the ready access to knowledge across personal, departmental, and organizational boundaries (Fadel, et al., 2011). Effective KM ensures the sustainable infrastructure development through more effective communication across organizations, establishing the awareness of infrastructure needs of present and future generations (Wiewiora, et al., 2012). New knowledge is gained through knowledge acquisition and knowledge transfer processes that can be interpreted as the inbound knowledge flows from the viewpoint of a given organization (Lahtonen & Koivuaho, 2011). Knowledge transfer is enhanced by the ready access to a network of assets by the intended knowledge users (Roemer, et al., 2009).

This chapter is based on a literature review of knowledge transfer. The extensive literature of knowledge transfer provides a contribution to practitioners and researchers by revealing the trends and issues of knowledge transfer in order to maximize the impact of knowledge transfer in modern organizations.

BACKGROUND

The rapid proliferation of the Internet and information technology (IT) has dramatically increased the speed of knowledge creation, and information distribution (Hsu, 2009). In the digital economy, the need for managing data, information, and knowledge is ever-increasing (Acar, et al., 2014). During the last decade, improvements in information and communication technology (ICT) have made possible the transformation of knowledge transfer processes from the purely informal communication mechanisms