Chapter 8

Advanced Issues of Knowledge Management, Knowledge Discovery, and Organizational Communication

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ABSTRACT

This chapter presents the advanced issues of knowledge management (KM), the advanced issues of knowledge discovery, and the advanced issues of organizational communication. KM with the support of knowledge discovery can improve the ability of organizations to effectively solve problems, adapt, and evolve to meet the changing business requirements. Knowledge discovery enlists the power of computers to assist in the recognizing patterns in data, a task that exceeds human ability as the size of data warehouses significantly increase. The revolution in organizational communication allows people to directly talk to each other without the use of managers. Effective organizational communication allows organizations to be more efficient by bringing needed expertise and knowledge on demand. The chapter argues that encouraging KM, knowledge discovery, and organizational communication has the potential to enhance organizational performance and reach strategic goals in the digital age.

INTRODUCTION

Knowledge is recognized as one of the most critical resources for achieving both innovation (Valentim, Lisboa, & Franco, 2016) and competitive advantage (Filieri & Willison, 2016). As companies become more international in their reach, developing mechanisms and practices that facilitate knowledge management (KM) and the development of common mind-sets across diverse cultural boundaries becomes more crucial (Mabey & Zhao, 2017). Regarding KM methods, knowledge discovery can assist in investigating various patterns toward providing the practical insight into the stored data (Kasemsap, 2017a).

When faced with a new technological paradigm, incumbent firms can opt for both internal development and external sourcing to obtain the necessary new knowledge (Grigoriou & Rothaermel, 2017). KM is used to achieve business process improvement by embedding KM within problem processes (Massingham & Al Holaibi, 2017). The process of KM-related knowledge utilization to create new products can occur internally, through research and development (R&D) activities, as well as externally, by making investments in creating links with suppliers, universities, customers, and a wide range of actors in the innovation system (Wang & Libaers, 2016).

All organizations depend on communication (Te'eni, 2008). Communication is recognized to affect the interpersonal relationships (Chen, Gable, & Hu, 2013). Effective communication between employers and employees would not only enhance employees' morale and job performance, but also demonstrate employers' successful leadership (Shen & Austin, 2017). Internal communication approaches must be tailored to the organizational culture, size, industry, managerial system, financial resources, employees, and nature of the business environment (Richet, 2016).

Top and middle managers can play a significant role in supporting KM and organizational communication (Al Saifi, Dillon, & McQueen, 2016) toward enhancing organizational innovation performance (Caridi-Zahavi, Carmeli, & Arazy, 2016). Organizational communication leads to the major changes in the way in which social care services are managed (Andrioni & Popp, 2012). The efficient organizational communication gains increased importance in the success or failure of an organization, regardless of the specifics of the conducted activities (Mitrofan & Bulborea, 2013).

This chapter is based on a literature review of KM, knowledge discovery, and organizational communication. The extensive literatures of KM, knowledge discovery, and organizational communication provide a contribution to practitioners and researchers by presenting their applications and approaches in modern organizations.

BACKGROUND

Understanding relative statures of channels for disseminating knowledge is of practical interest to both generators and consumers of knowledge flows in the knowledge era (Chen et al., 2017). KM-related absorptive capacity allows modern businesses and SMEs to access knowledge, and plays an important role in their ability to explore and exploit opportunities in their competitive business environment (Valentim et al., 2016) toward effective decision making (Alvarez, Cilleruelo, & Zamanillo, 2016).

KM practitioners should facilitate a knowledge sharing environment, where new ideas and solutions can be developed, and consequently innovation outcomes are likely to occur (Costa & Monteiro, 2016). Companies should pay more attention to the KM practices to support the strategy formulation capabilities (Aktürk & Kurt, 2016). Firms should develop and leverage internal and external knowledge-based resource capabilities to respond to both opportunities and threats created by technological innovation (Gaimon, Hora, & Ramachandran, 2017).

The information society brings challenges and opportunities to the employee communication process (Capriotti, 2009). Technological achievements that significantly influence communication management are social media platforms in virtual environment (Lalic, Marjanovic, & Lalic, 2012). Social media is the beneficial method for people to communicate and share their interests (Cruz-Cunha, Gonçalves, Lopes, Miranda, & Putnik, 2012). Organizational communication received great attention from scholars and

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