Contextual Enablers and Behaviour Outputs for Action of Knowledge Workers

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Abstract : This paper provides guidelines for what constitutes a knowledge worker. Many graduates from non-managerial domains adopt, at some point in their professional careers, management roles at different levels, ranging from team leaders through to executive leadership. This is particularly relevant for professionals from an engineering background. Moving from a technical to an executive-level requires an understanding of those behaviour management techniques that can motivate and support individuals and their performance. Further, the transition to management also demands a shift of contextual enablers from tangible to intangible resources, which allows individuals to create new capacities, competencies, and capabilities. In this dynamic process, the knowledge worker becomes that key individual who can help members of the management board to transform information into relevant knowledge. However, despite its relevance in shaping the future of the organization in its transition to the knowledge economy, the role of a knowledge worker has not yet been studied to an appropriate level in the current literature. In this study, the authors review both the contextual enablers and behaviour outputs related to the role of the knowledge worker and relate these to their ability to deal with everyday management issues such as knowledge heterogeneity, varying motivations, information overload, or outdated information. This study highlights that the aggregate of capacities, competences and capabilities (CCCs) can be defined as knowledge structures, the study proposes several contextual enablers and behaviour outputs that knowledge workers can use to work cooperatively, acquire, distribute and knowledge. Therefore, this study contributes to a better comprehension of how CCCs can be managed at different levels through their contextual enablers and behaviour outputs.

Keywords : knowledge workers, capabilities, capacities, competences, knowledge structures
Conference Title : ICAKMIS 2020 : International Conference on Advanced Knowledge Management and Information Security
Conference Location : Bangkok, Thailand
Conference Dates : August 20-21, 2020