

# Forgotten Factors in Knowledge Conversion and Routines: A Fuzzy Analysis of Employee Knowledge Management in Exporting Companies in Boyacá

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**Abstract:** The department of Boyacá accounts for only 0.93% of national exports, which means that the participation of exporting companies in the region is low. One of the most important factors within these organizations is the knowledge of the collaborators, since it is an asset that contributes to the daily activities carried out within an organization. Hence, the objective of this research was to analyze the incidence of the forgotten factors in knowledge management through the conversion of knowledge and the routines of the personnel in Boyacá's exporting companies, by means of causal analysis using fuzzy methodologies. The participants are exporting activity collaborators in the companies, who were consulted as sources of information for the Boyacá chamber of commerce. For the treatment, the forgotten effects theory, the experton method, and the adequacy coefficient are used. The information collected is processed using FuzzyLog software. The findings highlight that there are forgotten factors between the knowledge conversion and routines related to informal communication and social interactions. It is worth noting that it is important to carry out a more in-depth analysis of each of the individual knowledge spiral pillars in exporting companies in different regions of the country, focusing on social interactions (linguistic expression) and informal communication (electronic meetings).

**Keywords:** forgotten effects; knowledge; knowledge management; knowledge conversion; human talent; routines

**MSC:** 03B52

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## 1. Introduction

Knowledge management arises from the need of organizations to know how to create, transmit, and apply knowledge to the processes of each entity [1], which implies the trust and cooperation of the people involved in the organization, who share an organizational vision and develop in an environment that should promote learning [2]. In fact, learning on repeated occasions is centered on transferred knowledge, which is divided into tacit and explicit knowledge. The first refers to personal and subjective knowledge, which is the result of acquired experience; accordingly, it is embedded in people and, thus, difficult to articulate, explain, and learn. The second is objective knowledge that can be codified and systematized, and, for this reason, it is more easily transferable between people [1]. The knowledge management process should include a cyclical development containing the following phases: identification, acquisition (knowledge conversion), classification and storage, distribution, and application. One of the main components of knowledge management is knowledge conversion, which is the process of making available and extending the knowledge created by individuals, as well as crystallizing and connecting it to an organization's knowledge system [3,4]. Here,

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