The knowledge management of financial institutions in Brazil. A preliminary analysis

Contreras- David†*, Camargo- María´´ y Díaz- Elia´´´

† Universidad Tecnológica del Suroeste de Guanajuato
´´ Universidad de Caxias do Sul
´´´ Universidad Autónoma de Querétaro

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Resumen

El propósito de este trabajo es conocer empíricamente las formas de gestión del conocimiento realizada por las instituciones financieras en Brasil; para esto, seis grandes instituciones de servicios financieros ubicados en el Estado de Río Grande do Sul en Brasil fueron analizados a través de una metodología cualitativa. Los resultados muestran que se genera la gestión del conocimiento durante una etapa en el proceso de seguimiento de cliente. Estos hallazgos son útiles para los líderes y directivos de las organizaciones para promover el conocimiento y el desarrollo de las instituciones financieras.

Gestión del conocimiento, las instituciones financieras.

Abstract

The purpose of this paper is to empirically learn the ways of knowledge management undertaken by financial institutions in Brazil; for this, six major financial services institutions located in the State of Rio Grande do Sul in Brazil were analyzed through a qualitative methodology. The results show that knowledge management is generated during a stage in the client follow-up process. These findings are useful for leaders and managers of organizations to promote awareness and development of Financial Institutions.

Knowledge management, Financial institutions.


† Investigador contribuyendo como primer autor.

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Introducción

15 years into the new century, organizations continue in a competitive battle that seems never-ending. During this period some new paradigms of organizational life have been incorporated, however, their analysis and implementation remains a complex process that forces to continue searching another forms of easy application that support the competitiveness achievement.

Throughout this century, the term knowledge management is a paradigm that has progressed as an emerging concept used to increase public functions in an organization [40] contributing to the formulation of strategies, incrementing its importance in making decisions [15], however, analyzing it is one of the most difficult tasks to perform [7].

1 Literature review

The concept and application of knowledge management has found a place within organizations not only to lead it to success, but also for the development of society [1]. For a long time, it has had different meanings, one of which is referred to as the development of methods, tools, techniques and values through which organizations can acquire, develop, measure, distribute and provide the return of intellectual property [32]. Moreover, the concept was handled as activities and practices designed to ensure success [37] while in another way was utilized as the proceedings related to knowledge, in pursuit of a business [34]. In another contribution, was characterized it as a multidisciplinary approach [3]. Studies show various ways of analyzing knowledge management, as in the case of Hughes space / communications Co and the Ford motor company where they used knowledge management to minimize costs and cycles, while maintaining their ability to innovate [33].

In another study by the Ernst and Young center for business innovation and European Organizations reported that 87% of respondents described their companies as knowledge intensive, however indicating a manipulation of the study [5]. In another study conducted by the Journal of Knowledge Management, it was reported that over 90% of respondents perceive their organizations as intense in knowledge [5].

Although there are studies that address different topics of knowledge management - for example, a record managed from three perspectives: 1) identify, examine, and find what is most effective for generating, sharing and managing knowledge in organizations; 2) enact the collective capacity; 3) know how to get things [12]; project development teams as one of the modern ways of generating new knowledge [29] or exploring the concept for its exploitation [11] - it is not common to find papers analyzing knowledge management from qualitative techniques applied to financial institutions. The Role of Financial Institutions in countries is central to the growth of the economy [35]. Therefore, knowing its management methods is a priority in developing countries. Brazil, considered one of the most important emerging countries of the American continent, has rebounded with regard to its economy. This economic forefront has been largely supported by its Financial Institutions. Therefore, the objective of this work was to determine preliminarily, the forms of knowledge management within Financial Institutions in Brazil, considering qualitative techniques. Therefore, the research question is: what is the form of knowledge management used by financial institutions in Brazil? To answer this question a qualitative study of 6 Financial Institutions was held in the city of Caxias do Sul, Rio Grande do Sul, in Brazil and has presence at national and international level.
This research contributes to the body of literature on knowledge management to discuss ways of managing knowledge for Financial Institutions in a developing country.

The paper is structured as follows: first, it develops in theoretical framework reviewing different studies on the subject; then the methodology used is recorded; thirdly presents and discusses the results stating its conclusions and future research.

2 Knowledge management variables

The increased interest in knowledge management has resulted in an exponential growth in their publications during the past decade on an average of fifty percent per year [2,30,40]. A variety of knowledge management models have been identified in the literature [24,25,20,13,26,27], however, these have different limitations as an excessive focus on information technology, lack of attention to cultural and human factors, division implementation approaches and development [19,6,9,21,36,3].

From variables such as acquisition, dissemination and accountability [8]; the production, refining, storage and transfer [22]; or the ability to locate, share, experience, create, culture and strategic value of knowledge and learning [41], organizations struggle to achieve organizational competitiveness that allows them to be placed in a prominent place in the market.

Different studies make contributions to research on knowledge management, analyzing many different application areas, among which may be mentioned the following: Theoretical principles of knowledge management focused on how to move the classical University to one that is more research-oriented [31].
In other studies such as one conducted in New Zealand companies with 50 or more employees, found that the acquisition of knowledge dissemination and responsibility have different effects on innovation [8], or considering obtaining, refining, storage and transfer of knowledge, revealed that the capacity of knowledge has a very large and positive impact on the competitiveness of industry in Taiwan, developing strategies for new products in the high-tech industry [22,23].

As it can see, over time there have been various methodologies that support the analysis of this paradigm, however, at the moment; there has been a scarce amount of contributions using a methodology that allows for the extraction of the source of knowledge of financial institutions in a country developing.

3 Methodology

Although the concept of knowledge management is found in different ways and in many different methodologies, for the present work, the methodology was adopted in order to use a simple and less demanding method [17] adhering to the concept of focusing on knowledge management as the process of transforming information and intellectual property internally and then transforming them into value [18].

The study was conducted with a qualitative methodological approach performed in a certain time and space [39], with the purpose to investigate how to manage knowledge in financial institutions in Brazil.

The organizations under study are formally constituted institutions belonging to the financial services sector located in the city of Caxias do Sul and installed throughout Brazil.

<table>
<thead>
<tr>
<th>Concept</th>
<th>Dimension</th>
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<tbody>
<tr>
<td>Knowledge</td>
<td>Process of</td>
<td>Information</td>
<td>Society Development Strategies</td>
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<tr>
<td>Management</td>
<td>transformation</td>
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Table 1

Data collection was performed under a semi structured narrative way, enacted on employees of Financial Institutions, conducted in the workplace during the month of September 2011 and was analyzed under the scheme of repetitions of words and conclusion in their responses. This research was funded by the Teacher Improvement Program now known as PROMEP (Professional Development Program for Teachers) PRODEP under number UTSGTO-PTC-005.

4 Results

The results obtained under a qualitative diagram, are exceedingly interesting. The structure of the financial sector, with regard to its institutions, has a strong interest in supporting the development of their society, considering people as the main input for the development of their activities.

Various research carried out on knowledge management relate to this paradigm, social development. Therefore, with the intent to validate this relationship and under a qualitative scheme, all respondents felt that the organization contributes to the development of society through the improvement of social conditions and sustainable development of people.
The mechanisms used to measure their influence on society are implementing strategies and individual growth of its customers by giving support to export companies and implementation of various basic tasks.

Their ways to check the effectiveness of their strategies and thus manage new knowledge is a timely monitoring point which is punctually carried out its customers. Thus the institution generates new knowledge from the individual growth of its members.

Figure 1

Knowledge management has been a mainstay of many investigations, on this occasion it was observed that it is the pillar of financial institutions in Brazil that were studied, as it is the support in the development of society and implementation of strategies, providing a comprehensive feedback process.

5 Acknowledgments

We want to be grateful to Professional Development Program for Teachers PRODEP for research financing and to Universidad Tecnologica del Suroeste de Guanajuato UTSOE for their support and document translation.

6 Conclusions

The objective of this research was to determine, in a preliminary way, forms of knowledge management in Financial Institutions in Brazil, considering qualitative techniques. In this sense, the main contributions of this work are:

- The relationship of knowledge management with local social development is confirmed.
- The accomplishment of this relationship is stipulated by using specific strategies.
- The most important contribution on how to manage knowledge by Financial Institutions in Brazil is originated in monitoring, this is because, as the individual customer grows, he reinforces or changed the strategies used, generating the creation of new knowledge.

The Impact of Financial Institutions in Brazil over a period considered from 2003 to 2011 has resulted in increased the Gross Domestic Product GDP growth per capita from 15 to 19.60 real equivalents to 9.3 to $ 12.25 US. Unemployment and interest rates have declined in the same period by 6 and 6.9% respectively, increasing the number of personal loans over 700% recording placed 218.4 billion [10].

The findings of this research have implications for employers and directors since it allows for another point for managing knowledge and applying it in their institutions. For public and academic institutions, it allows them to continue promoting the paradigm of knowledge management, between managers and students; it allows the use and development of new ways of managing new knowledge.
The research presents, among others, the following limitations: a higher percentage of Brazilian institutions were not included in the analysis; this was due to budgetary restraints. Among the future work that may result from this research is the approach to the analysis of the internal process that is involved in the discovery of new knowledge and about the application of strategies. You can also perform impact analysis with 2 or more countries in America or Europe and bring new forms of management support in obtaining the competitiveness and development of society. Another line of research is to analyze the impact of the strategies used by Financial Institutions on the growth of society and generate new forms of analysis of knowledge management.

7 References


