

KNOWLEDGE MANAGEMENT, USEFUL SYSTEM FOR AN ECONOMY IN THE COVID-19 PANDEMIC

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Abstract

Books, databases, documents, programs mean only information. In order for them to turn into knowledge, they must be used by a person, they must be created, argued, improved, we can say that they must belong to people. A knowledge society, in which knowledge-based management is applied, emphasizes the importance of the person as the holder and bearer of knowledge. It is important for our society to overcome this crisis generated by today's Covid-19 pandemic and the economy to survive this pandemic. It is necessary to apply knowledge management both at the level of society as a whole and at the level of the economy, which means that more and more people of society and more and more employees in the economy to be owners and bearers of knowledge about this COVID-19, in order to protect themselves and their peers. Knowing the current situation: economic, social, etc. it is a necessity arising from the need to make the most appropriate decisions both in the economic activity, but also in the life we live in this period.

The paper presents the influences of the COVID-19 pandemic on the Romanian economy, society and what is the importance of knowledge, the knowledge society, the knowledge-based employee, knowledge-based management, and how it helps us overcome the COVID-19 pandemic.

Keywords: knowledge, knowledge management, pandemic, COVID-19, economy in pandemic

Clasificare JEL : M40, M41

1. INTRODUCTION

Today, our social life is upset the effects of pandemic globalization. Institutional construction has not yet passed an unexpected and tough test: COVID-19. [13]

The performance obtained by any organization, its ability to survive and grow depends on the performance of the implemented management [7].

Knowledge is not impersonal, such as money. In the knowledge society, educated people who have knowledge are the emblem, a symbol of society; they define the ability of society to achieve performance [5]. Today, in the midst of the COVID-19 pandemic, the lack of knowledge generates stress, panic, generates a continuous state of uncertainty. Knowledge is the key resource that helps educated people, knowledge-based societies to meet the challenges, the new responsibilities that arise. Today, people who have knowledge, in knowledge-based societies, are the ones who matter, are important, are the ones who generate the necessary changes, they can go all on the way to overcome this pandemic. A knowledge society is based on its values, on leadership, on excellence, on mutual respect.

2. THE ROMANIAN ECONOMY IN PANDEMIC

The Romanian economy will recover to the level before the pandemic only at the end of 2022, after a decrease in production in the first half of 2020 [21]. The interruption of international supply has slowed down production and exports. The Romanian economy continues to be affected by COVID-19, by the restrictions imposed [2]. There are also exceptions, so investments in

construction have made this area unaffected by the pandemic. Exports started to increase in the third quarter of 2020. The number of people who lost their jobs increased in the first half of the year 2020 and will continue to increase, decreasing from 2022 [19] - [20].

At the economic level, the COVID-19 pandemic manifested itself differently, acting with different consequences depending on the field of activity, the size and experience of companies, but also on how companies knew how to use knowledge, knowledge-based employees, to adapt, reinvent, and overcome obstacles in their proper functioning.

Digitization has changed the business model of the 21st century, working conditions, led to the emergence of new trades, new qualifications, etc. This digitization phenomenon has spread in the COVID-19 pandemic due to the need for social distancing, which arose to avoid the spread of the virus that generated this pandemic.

Social distancing, restricting the movement of citizens, closing or diminishing the activity of some economic areas have led to the loss of customers, decreased sales, increased fixed costs, many companies affected by restrictions on the movement of citizens, being below the threshold of profitability, and which are on a way we do not know when it will end.

The activity in tourism, transport, education, public alimentation, etc. affected. Decreased production capacity, affected relations between employees and employers, even between employees, between producers and consumers [9].

3. KNOWLEDGE MANAGEMENT SYSTEM - FOR AN ECONOMY UNDER THE INFLUENCE OF THE COVID-19 PANDEMIC

Knowledge is a complex, individual process. [3] Not just any knowledge is used, but only the useful ones, the ones that contribute to social progress, to economic growth. [11] The transformations that take place today in the economy, lead to the emergence of the economy based on knowledge. [12]

Knowledge-based management appeared in the early 1990s, applied in areas such as business administration, information science, public policy, etc. The purpose of this management system is to provide the right information to the right people, at the right time, all of which done in order to gain competitive advantage. [8]

Knowledge-based management can only applied in a knowledge-based society by knowledge-based employees. Managers need to focus their efforts on increasing the productivity of knowledge-based employees, by integrating these knowledge-based employees into high-performing teams to build a successful organization. The integration of specialists is the essence of this management system, thus creating the knowledge-based society. The most effective way to use opportunities is to lead the future, to be proactive as a manager, to become a leader of change. Managerial practice must adapt and use the global realities of the future, meaning those of a knowledge-based information society [7].

Managing a pandemic is an ongoing, risky and unforeseen challenge. The COVID-19 pandemic is a challenge that requires international cooperation. The management of knowledge, of the knowledge applied in the pandemic of COVID-19 has the purpose to save lives, to prevent the spread in time and on the territory of the states of the world. Knowledge-based management requires, in order implementing, knowledge from different fields: health, economy, social, political and governmental field. The pandemic has generated a multitude of problems and questions and not just related to the transmission of the disease generated by COVID-19. In order to be prepared to win the battle with COVID-19, hospitals need to manage their spaces, work teams, equipment and medicine suppliers. It is necessary to create models of situations and find solutions for the most pessimistic scenarios. The economic and social effects, etc. are studied and attempts made to resolve the most pessimistic situations that may arise in each affected area. It studies the quarantine

model, the health services provided, but also prevention, ensuring business continuity, population training, preparation for social distancing, migration, measures to avoid contamination, monitoring public knowledge during the pandemic. [10]

The implementation of Knowledge Management is important for any organization, but also for the society of which the organization is part because [9]:

- ✓ contributes to the prevention of possible loss of knowledge due to leaving the organization by an employee based on knowledge, especially;
- ✓ leads to increasing the competitive advantage of the organization;
- ✓ can generate the reorganization of the company and its development;
- ✓ promotes lifelong learning;
- ✓ prevents the isolation of employees and different departments of the organization: Production Department, Marketing Department, Human Resources Department, Accounting Department, etc .;
- ✓ improves collaboration with other companies;
- ✓ contributes to increasing the quality of products and services offered;
- ✓ increases the degree of satisfaction of consumer needs.

A knowledge-based Management model that can be applied at the enterprise level, and not only, to overcome this pandemic is presented below. Thus, for the organizational implementation of Knowledge-Based Management it is necessary to use simple mechanisms such as [9]:

- training programs;
- the use of advanced communications technologies, with the role of organizing, maintaining, distributing the knowledge-bearing resources of the organization;
- process modeling;
- creating communities of practice, which are meant to collect but also to disseminate knowledge.

There is no unanimously accepted model for implementing Knowledge-based Management in organizations because sometimes that model is not feasible or desirable to implement. Organizations need to identify their own needs and reasons for implementing Knowledge-Based Management. They must have the necessary financial resources, human resources but also technical resources, for successfully implement this performance-generating management system.

Organizations that successfully implement knowledge-based management are organizations that have an organizational culture focused on knowledge, lifelong learning, supporting high-performing employees, forming teams of knowledge-based employees, facilitating knowledge sharing.

There are, of course, barriers that organizations put themselves in the way of implementing Knowledge-Based Management [9]:

- ✚ organizational culture, reluctant: to change, to implement new knowledge, to hire knowledge-based staff, etc .;
- ✚ lack of IT technologies for knowledge management;
- ✚ lack of strategies for capturing and storing knowledge;
- ✚ lack of concordance between the company's objectives and the employees' objectives;
- ✚ non-dissemination of good practices and lessons learned;
- ✚ individual barriers, which belong to employees.

Applying Knowledge-Based Management in a time of crisis, the one we are experiencing today, the COVID-19 pandemic helps public and private organizations cope with disruptions. This management system helps organizations, the whole community to become more resilient in the future. This pandemic has disrupted our lives, the economy, the whole society, causing a global crisis. [1]

Our ability to capitalize on knowledge, share it and use it effectively helps us to be able to look confidently into the future. The speed of a positive pandemic response depends on the previous activity, on the “pandemic preparedness” that should have been achieved before the COVID-19 pandemic. Planning to overcome any pandemic means strategic and operational planning, implementation and evaluation of results. It is also a cycle for the implementation of Knowledge-Based Management. The effectiveness of preparing for a pandemic depends on the people involved and how to capitalize on the knowledge. [27]

Preparation for the management of a pandemic must take into account: the characteristics of the virus, the way the health system prepares and the behavior of people. Thus, organizations, health institutions, governments must have the knowledge of the pandemic to act in a timely manner. The response to the pandemic has depended and depends on the exchange of knowledge between nations, in order to develop effective risk mitigation strategies.

A network of 260 technical, research institutions worldwide has made a joint effort to manage knowledge. A global center has been created with knowledge and information (but also the impact of various strategies applied) on this SARS-CoV-2 virus, which has caused this disease, COVID-19, which is spreading rapidly around the world. The impact of the pandemic depends on training and investment in knowledge, human capital and infrastructure. It is necessary to implement the Management System based on knowledge in the health system. [27]

An informed public is one that informed in advance of the rules of behavior in a pandemic, especially the rules of prevention. The challenge in knowledge management given by the way of approaching the public health crisis, by determining appropriate behaviors. Campaigns to communicate information to the general public help people know what to do but especially why they need to behave in a way that is necessary to limit the spread of the virus. A synthesis of information, research results in the context of the COVID-19 pandemic created. [16]

This pandemic tested the resilience of every organization and every individual, disrupted the entire social and economic life of the world. It is a huge challenge for all of us. Leisure, the hospitality industry, the retail trade, the seasonal industries, etc. are affected. It is necessary to listen to those who have the true information and who based on the advice, good practices, and information of scientists. [4]

Knowledge-based management teams in large enterprises have mobilized and helped organizations to: implement tools for working and remote collaboration, use online platforms to help ensure business continuity, the activity of organizations. The Knowledge-based Management System, through its tools, ensured the information of the workforce, the connection to the environment of the organization, even if the work practices differ from those normally used. In the near future, when, with the advent of vaccines and vaccination of the population, the pandemic will no longer exist, the new normal will take over what was before the pandemic, along with new behaviors, experiences we live in the COVID-19 pandemic. The big challenge for organizations is to discover new approaches, to be as creative as possible in knowledge management, but also in combating misinformation. [18]

The reality is that these crises, pandemics will exist in the future, so we must cultivate our ability to manage, to share, to use our knowledge to meet future challenges. Managers had to assimilate a large volume of knowledge in a short time, to make decisions based on the information obtained, which influences organizations in the end.

Managers, with a workforce that works in many cases remotely, have had to become information processors, decision-making centers but also become able to inspire confidence and provide security to the organizations they lead. Managers need to use knowledge management tools and techniques, to create connections, to encourage dialogue, open-ended questions, to build, at a distance, a human climate, optimistic, for the organization, with the hope that once the pandemic it will no longer be, we will all return to a normal life. [27]

Energy, transport and service organizations are operating successfully in a pandemic. The digital revolution has left its mark on the management but also on the use of organizations' knowledge. The ingenuity, creativity of the people in creating infrastructures and services to adapt to the needs generated by the pandemic was tested. Organizations that invest in human capital, that capitalize on their knowledge and that form a culture based on knowledge, on learning are more resilient to pandemics, more adaptable to the changes so necessary, to win, to exist and after the pandemic, to makes the pandemic go away.

Knowledge-based management helps the organization that implements it to adapt to the most unforeseen circumstances, situations. To overcome the pandemic, future pandemics need to invest early in knowledge systems and processes. We need to create more humane, adaptable and shock-resistant organizations, and for future pandemics.

4. CONCLUSIONS

Interest in the knowledge-based management system in both business and health has increased. The benefits are major and involve improved processes, better coordination between departments, better collaboration with external stakeholders, prevention of information loss, exchange of knowledge, use of IT technologies to encourage interaction between employees, improving the performance of the organization, in general.

Barriers to the implementation of the Knowledge-Based Management System are both employees (lack of individual motivation, individual objectives differ from those of the organization), and the organization (lack of learning culture). The manifestation of the COVID-19 pandemic in the current period, of year 2020 and 2021, has led to the emergence of an uncertain macroeconomic framework globally, but also locally, nationally, because there are today multitudes of factors that inhibit economic growth, which are difficult to quantify, all having in the background the application of public health protection measures. Knowledge-based management applied in the midst of the COVID-19 pandemic means the creation of models for the evolution of different fields of activity, etc., protection systems, contamination prevention measures and any other element to help prevent the spread of COVID-19 and to reduce its effects on humanity, in all aspects: social, economic, etc.

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