

Mitigating the Knowledge Transfer Failure: A Framework for Enhancing Organizational Learning in Multinational Corporations

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Abstract. In an era of globalization, multinational corporations (MNCs) face significant challenges in knowledge transfer and organizational learning. This study explores the phenomenon of knowledge transfer failure within MNCs and proposes a comprehensive framework to enhance organizational learning. By employing a mixed-methods approach, including qualitative interviews and quantitative surveys, data were collected from key stakeholders across various MNCs. The findings reveal critical factors contributing to knowledge transfer failure, such as cultural dissonance and inadequate communication channels. The proposed framework emphasizes the importance of fostering a supportive learning environment, leveraging technology, and aligning organizational strategies with local contexts. This paper contributes to the literature by offering practical solutions for MNCs to improve knowledge transfer and enhance their competitive advantage in the global market.

Keywords: knowledge transfer, organizational learning, multinational corporations, cultural dissonance, communication strategies, competitive advantage, global business, knowledge management

Introduction

In today's rapidly evolving business landscape, multinational corporations (MNCs) are increasingly compelled to harness and transfer knowledge across diverse geographical and cultural boundaries. Knowledge is a pivotal asset that can significantly influence an organization's ability to innovate, adapt, and maintain a competitive edge. However, MNCs frequently encounter barriers to effective knowledge transfer, leading to a phenomenon termed knowledge transfer failure. This issue is pertinent as organizations expand their operations globally and necessitate seamless integration of diverse knowledge bases. The

relevance of this problem escalates as we approach 2024-2026, a period projected to witness intensified competition and the need for agile learning mechanisms in response to dynamic market conditions. The knowledge transfer process is often impeded by factors such as cultural dissonance, varying communication styles, and organizational silos, which can adversely impact overall performance and strategic alignment. Consequently, understanding the complexities surrounding knowledge transfer is crucial for MNCs aiming to thrive in an interconnected world. This paper seeks to address the pressing challenge of knowledge transfer failure by presenting a structured framework designed to enhance organizational learning within MNCs. The framework posits that cultivating a conducive learning environment, leveraging advanced technological tools, and aligning corporate strategies with local nuances are vital for successful knowledge transfer. Through a comprehensive analysis of existing literature, coupled with empirical data gathered from stakeholders within various organizations, this research aims to elucidate the barriers hindering knowledge transfer and propose actionable strategies for overcoming these obstacles. The findings will serve as a guide for practitioners seeking to optimize knowledge transfer within their organizations and attain sustainable growth. The structure of this paper is organized as follows: first, a review of the current state of knowledge transfer literature; second, an analysis of empirical findings; third, the presentation of the proposed framework; and finally, practical recommendations for MNCs.

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