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## ORGANIZATIONAL AESTHETICS: Strategic Model for Knowledge Sharing in Entrepreneurial Organizations

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### Abstract

In response to the new challenges arising from an increasingly competitive and globalized environment, aimed at the Knowledge Era, where the value of the individual, his knowledge, and best practices become essential, managers with greater sensitivity and flexibility, aligned to entrepreneurial objectives, must be encouraged in the quest for knowledge sharing in order to encounter new opportunities and new processes of innovation. Therefore, the objective of the present research is to apply a strategic model for knowledge sharing in the light of organizational aesthetics and entrepreneurial management, developed by Willerding (2015), in an entrepreneurial organization that promotes knowledge sharing and change generation, opening the discussion on the possible impact of the aesthetic dimension on the ambiguity and subtlety existing in the business routine. To achieve the proposed objective, the study is based on bibliographical and documentary research, and interviews. In general terms, the contribution of the model to the understanding of complexities, ambiguities, and subtleties, existing in the business daily routine, becomes evident, allowing a differentiated perspective in its management so that they can reach new conclusions about their performance, thus promoting a competitive differential and a greater socioeconomic development.

**Keyword:** Organizational aesthetics; Knowledge sharing; Entrepreneurial management.

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# **ORGANIZATIONAL AESTHETICS: Strategic Model for Knowledge Sharing in Entrepreneurial Organizations**

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## **Abstract**

*In response to the new challenges arising from an increasingly competitive and globalized environment, aimed at the Knowledge Era, where the value of the individual, his knowledge, and best practices become essential, managers with greater sensitivity and flexibility, aligned to entrepreneurial objectives, must be encouraged in the quest for knowledge sharing in order to encounter new opportunities and new processes of innovation. Therefore, the objective of the present research is to apply a strategic model for knowledge sharing in the light of organizational aesthetics and entrepreneurial management, developed by Willerding (2015), in an entrepreneurial organization that promotes knowledge sharing and change*

*generation, opening the discussion on the possible impact of the aesthetic dimension on the ambiguity and subtlety existing in the business routine. To achieve the proposed objective, the study is based on bibliographical and documentary research, and interviews. In general terms, the contribution of the model to the understanding of complexities, ambiguities, and subtleties, existing in the business daily routine, becomes evident, allowing a differentiated perspective in its management so that they can reach new conclusions about their performance, thus promoting a competitive differential and a greater socioeconomic development.*

**Keywords:** Organizational aesthetics; Knowledge sharing; Entrepreneurial management.

## 1. Introduction

Management theories, along with the market, have undergone changes in their journey seeking for management models that outline a new organizational vision with easy access and technological distribution, composing a complex, dynamic, and competitive global environment.

Several conceptions emerged during this journey, and today the tendency is to build an understanding related to the importance of the integration between the individual and the organization in a strategic perspective.

Therefore, organizations need to adapt to the new conditions, integrating people, structures, and processes, by combining new practices in their management, achieving a greater influence on people's behavior, organizational culture, and management.

From this integrative vision, in the search for market consolidation: knowledge, attitudes, skills, and experiences, are understood as essential. The sum of intangible individual goods, as knowledge, attitudes, skills, and experiences, that add value to products and services, treasures the individual, and consequently organizational management, which currently stands as an important market indicator in the generation of competitive differential, being knowledge its powerful currency.

In this sphere, the individual in a contemporary environment assumes the role of agent and social actor, transformer and keeper of knowledge, that facing decisions and managerial actions, in the use of his competences, can acquire competitive advantage and surpass the competitors.

In this perspective, Willerding (2015, p.136) developed a model for knowledge sharing in the light of organizational aesthetics "because it understands that aesthetics assumes several organizational dimensions by its plurality in search of a good functioning and maintenance of the companies, focusing on the individual and his practices, through an environment that favors wellbeing".<sup>1</sup> The author starts from the assumption that the human being, when feeling good in the company, generates "new knowledge and the awakening of creative potential, emphasizing the interpersonal and corporate connections by facilitating knowledge sharing for the generation of greater quality, efficiency and effectiveness, both individual and organizational".<sup>2</sup>

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<sup>1</sup> "por entender que a estética assume várias dimensões organizacionais por sua pluralidade em busca de um bom funcionamento e manutenção nas empresas, tendo como foco o indivíduo e suas práticas, por meio de um ambiente partidário ao bem-estar".

<sup>2</sup> "novos conhecimentos e ao despertar de potenciais criativos, enfatizando as conexões interpessoais e corporativas, facilitando o

Thus, this research aims to apply the model for knowledge sharing developed by Willerding (2015), in the light of organizational aesthetics and entrepreneurial management as a contribution to the implementation of knowledge management in entrepreneurial organizations.

For this purpose, the following research question arises: How does the model for knowledge sharing, in the light of organizational aesthetics and entrepreneurial management, contribute to the implementation of knowledge management in entrepreneurial organizations?

## **2. Methodological Procedures**

The layout of the present study is exploratory and descriptive, also classified as fieldwork. It is understood as an exploratory and descriptive study because it seeks to identify, describe, and analyze the model for knowledge sharing, developed by Willerding (2015), in the light of organizational aesthetics and entrepreneurial management.

The research has a qualitative approach, according to Creswell (2010, p. 26) because it "[...] is a means to explore and understand the meaning that individuals or groups attribute to a social or human problem".<sup>3</sup>

Likewise, the study is classified as a bibliographic research, for procuring theoretical strength; and is also categorized as fieldwork, for conducting the research in an entrepreneurial organization with nine business units and one foundation. Following the study, the collection of data was done through bibliographical and documentary research, and semi-structured interviews.

Regarding the semi-structured interviews, this tool was used to collect data about the architecture of the company, and also to aid the selection of the surveyed subjects. Documentary research was also used, since documents of the company under study were used to better describe and understand it.

The selection of the subjects to be surveyed was possible through inquiries done to the managers of the organization, where they were requested to indicate employees, who in their opinion stand out, forming then the intentional sampling frame of the study with 35 subjects.

After the selection of the subjects, the data gathering started, in which semi-structured interviews were used as a tool to capture the empirical data, through 31 questions divided among the five factors to be observed: organizational culture, organizational structure, knowledge transfer strategy, idiosyncratic factor, and organizational aesthetics. These factors constitute the indicators for the knowledge sharing model developed by Willerding (2015).

Following the data collection, the interpretation, and analysis of the results collected from the empirical research was completed, using the content analysis technique to meet the research objectives, which according to Bardin (2009, p. 42) refers to the "technique of communications analysis, aiming to obtain, through objectives and systematic procedures for describing the content of the messages, indicators [...] that allow the inference of knowledge regarding the conditions of production/reception of these messages".<sup>4</sup>

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compartilhamento do conhecimento na geração de maior qualidade, eficiência e eficácia, tanto individual como organizacional".

<sup>3</sup> "[...] é um meio para explorar e entender o significado que os indivíduos ou os grupos atribuem a um problema social ou humano".

<sup>4</sup> "técnica de análise das comunicações, visando obter, por procedimentos objetivos e sistemáticos de descrição do conteúdo das mensagens, indicadores [...] que permitam a inferência de conhecimentos relativos às condições de produção/recepção destas mensagens".

### 3. Knowledge Sharing Model in the Light of Organizational Aesthetics

The model proposed by Willerding (2015) was developed under the lens of organizational aesthetics, aiming to foster an adequate environment that could motivate and stimulate the interaction between employees and the organization, in the search for individual and collective knowledge sharing, by means of socialization of the individual in a conscious and spontaneous action.

The model is oriented towards the objective of organizational aesthetics,

The archetype was developed under the lens of organizational aesthetics because it understands that aesthetics assumes several organizational dimensions by its plurality in search of a good functioning and maintenance of the companies, focusing on the individual and his practices, through an environment that favors wellbeing, by feeling good in the organization for the generation of new knowledge and the awakening of creative potential, emphasizing the interpersonal and corporate connections, by facilitating knowledge sharing for the generation of greater quality, efficiency and effectiveness, both individual and organizational (Willerding, 2015, p.119).<sup>5</sup>

According to the author, organizational aesthetics stands out as a lens for organizational activities through a complex and dynamic economic scenario. This complexity, impelling companies to improve themselves technologically and to seek people with an entrepreneurial managerial profile for their environments, is oriented to marketing success.

In this context, organizational aesthetics collaborates effectively "as a facilitator of knowledge management, because through the understanding and appreciation of aesthetics and cognitive knowledge of the individuals, organizations come to understand the subjectivity existing in their environment" (Willerding, 2015, p.123).<sup>6</sup>

Organizational aesthetics allows the organization to analyze its variables through an investigation beyond the cognitive or logical-rational horizon, since, according to Gherardi (2005; p.14), "in daily organizational life, work, learning, innovation, communication, negotiation, conflict over goals, the self interpretation and history, are present in work practices as part of human existence".<sup>7</sup> In this perspective, states Schiavo (2010, p. 26) that "practice is characterized as being the fundamental element that connects know-how to doing, leading to the image of fabrication, manual work, and craftsmanship."<sup>8</sup>

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<sup>5</sup> O arquétipo foi desenvolvido sob a lente da estética organizacional por entender que a estética assume várias dimensões organizacionais por sua pluralidade em busca de um bom funcionamento e manutenção nas empresas, tendo como foco o indivíduo e suas práticas, por meio de um ambiente partidário ao bem-estar, ao se sentir bem na organização para a geração de novos conhecimentos e ao despertar de potenciais criativos, enfatizando as conexões interpessoais e corporativas, facilitando o compartilhamento do conhecimento na geração de maior qualidade, eficiência e eficácia, tanto individual como organizacional.

<sup>6</sup> "como facilitadora da gestão do conhecimento, pois, por meio da compreensão e valorização do conhecimento estético e cognitivo dos indivíduos, as organizações passam a compreender a subjetividade existente em seu ambiente".

<sup>7</sup> "na vida organizacional diária, trabalho, aprendizagem, inovação, comunicação, negociação, conflito sobre metas, sua interpretação e a história, estão presentes nas práticas de trabalho, como parte da existência humana".

<sup>8</sup> "a prática caracteriza-se por ser o elemento fundamental que conecta o conhecer ao fazer, conduzindo a imagem de fabricação, de trabalhos manuais, de habilidades artesanais".

Stratti (2007), a reference author of studies on organizational aesthetics, associates productive relations with aesthetics, having as proposition the singularity of each person's perception and its importance within the company. For the author, organizational aesthetics:

[...] refers to a form of human knowledge, and specifically to the knowledge provided by the perceptive faculties of hearing, sight, touch, smell, and taste, and by the ability to make an aesthetic judgment. The latter makes it possible to evaluate whether something is pleasant or not, whether it corresponds to our taste or not, whether it "wraps" us or leaves us indifferent, or even if it is repugnant to us (Stratti 2007, p. 11).<sup>9</sup>

Aesthetics can be worked in a rational (objective), subjective, and empirical way, understanding and expanding "human knowledge, since beauty results from the special ability of man to perform it," not in an automatic, repetitive action, but through "one capable of transfiguring the materials to the point of achieving a revelatory power" (Leal, 2003, p.176).<sup>10</sup>

According to Hermann (2005, p. 31), aesthetics is not a result of cognition, it "relates to the transfiguration of objects, which involves all the senses of the subject, competing with each other and forcing the subject to deal with the new possibilities generated in the experience".<sup>11</sup> In this context, aesthetic experience is essential, "because what it causes in our senses and our imagination has an irresistible strength in the expansion of relations with the world, and even with ethics",<sup>12</sup> evidencing the ethical and rational sensitivity of the human being, contributing to the expansion of the individual's knowledge (Hermann, 2005, p. 31).

In the model developed by Willerding (2015, p. 120), guidelines were created for knowledge sharing in the light of organizational aesthetics, related to the eight essential variables for entrepreneurial management, having as a source of value the individual and the organization. According to Carneiro (2008), they are: Leadership with execution culture; Intra-entrepreneurship; Competency management; Knowledge management; Culture of innovation; Strategic planning; Variable remuneration policy; and Information technology. Also, in the precepts of Lemos (2008), he developed a heuristic model for the transfer of tacit knowledge in an organization by dividing it into two factors: "idiosyncratic (aimed at the individual through his intrinsic personal processes) and organizational (with a focus on organizational architecture, through interaction with co-workers and social relations in the organizational environment), both under the lens of organizational aesthetics."<sup>13</sup>

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<sup>9</sup> [...] diz respeito a uma forma de conhecimento humano e, especificamente, ao conhecimento fornecido pelas faculdades perceptivas da audição, da visão, do tato, do olfato e do paladar, e pela capacidade de fazer um juízo estético. Esta última permite avaliar se alguma coisa é agradável ou não, se corresponde ao nosso gosto ou não, se nos "envolve" ou nos deixa indiferentes, ou mesmo se nos repugna.

<sup>10</sup> "aquele capaz de transfigurar os materiais ao ponto de alcançar um poder revelatório".

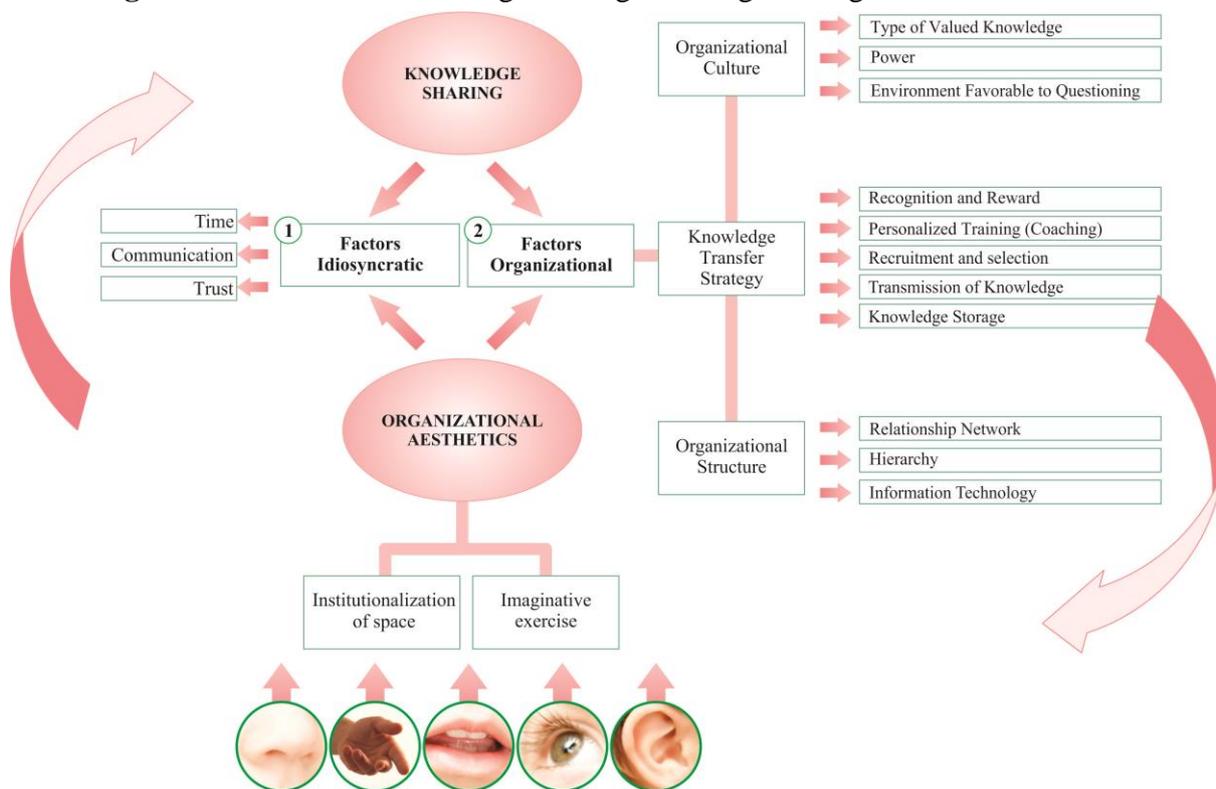
<sup>11</sup> "se relaciona com a transmodelagem dos objetos, que envolve todos os sentidos do sujeito, que competem entre si e forçam o sujeito a lidar com as novas possibilidades geradas na experiência".

<sup>12</sup> "pois o que ela provoca em nossos sentidos e nossa imaginação tem uma força irresistível na ampliação das relações com o mundo, inclusive com a ética".

<sup>13</sup> "idiosincrático (voltado para o indivíduo, por meio dos seus processos individuais intrínsecos) e o organizacional (com foco na arquitetura da organização, por meio da interação com os colegas de trabalho e das relações sociais no ambiente organizacional), ambos sob

The model created by Willerding (2015) encounters the one of the author, who considers essential to create favorable environments for sharing, and also to speak, listen, and act, freeing space for the employees' sensitivity and their wellbeing, to describe each other their experiences and practices, adding to the work the value of the knowledge they possess. The author also states that, for the execution of the model, the organization must have an entrepreneurial profile, because the fulfillment of its efficiency and effectiveness depends on a management focused on the individual, its social interaction, dynamism, and a contemporary vision of the market. Figure 1 shows the model developed for knowledge sharing.

**Figure 1 – Model for Knowledge sharing in the light of organizational aesthetics**



Source: Willerding, 2015, p. 137.

In the model, the idiosyncratic factors try to verify the variables pertinent to time, communication, and trust. With regard to time, the time availability in the company for knowledge sharing is verified, as well as the presence of a clear communication between the individual and the organization, preventing barriers and misunderstandings, and also, the existence of a communication flow in the work environment. The variable related to trust seeks to identify in the individual the feeling of confidence, since, according to the author, the presence of trust is necessary among employees for the development of interaction and for the shaping of knowledge sharing among them, because the greater the confidence feeling, the lower the barriers, the risks, and the uncertainties.

The organizational factors described in the model focuses on three biases: organizational culture, knowledge transfer strategy, and organizational structure, so that knowledge sharing may exist.

a lente da estética organizacional”.

The organizational culture, according to the author, is reflected in management practices, which is essential for the development of the security and confidence feeling; therefore, fostering its human capital with a promising environment for the creation of stimuli, awakening creativity for new ideas and opportunities through clear and efficient communication. The indicators of this bias are related to: the type of valued knowledge, power, and environment favorable to questioning.

The type of valued knowledge in the archetype seeks to determine if the organization values the knowledge (opinions, ideas, and contributions) of its employees, managers, as well as work colleagues, for a better organizational performance.

The question considering power in the model seeks to find out if people in the company use knowledge as power, having the vision that if they share the knowledge they possess, they would lose respect, influence, or superiority over other members of the company; consequently becoming an obstacle for knowledge sharing.

The organizational factor focused on an environment favorable to questioning has the premise of learning whether the company "opens space for possible questionings, both related to the employee himself and also with reference to the practices of co-workers" (Willerding, 2015, p.124).<sup>14</sup>

The organizational bias focused on the knowledge transfer strategy has the premise of identifying the indicators: recognition and reward, recruitment and selection, training, knowledge transmission, and knowledge storage.

The indicator related to recognition and reward in the model seeks to verify if employees are stimulated, recognized and rewarded for their tasks, and for sharing their knowledge (tacit knowledge) among their colleagues. This indicator has the premise of checking if the organization in the recognition and reward process focuses its attention on the knowledge of the individual. According to the author, in view of the profile of the company and its employees, as well as the essential competencies required for its function, it becomes more efficient and effective to select and hire new talent for the company. The training, in turn, seeks to determine how the question of coaching (training) is attended in the organization, by considering the training they provide to its employees and the prioritization of shared knowledge obtained throughout the trainings.

On the other hand, the transmission of knowledge as a strategy for the knowledge sharing model, aims to verify with the company the reuse of knowledge already codified, as well as social interrelations, and also if knowledge sharing occurs especially through the interaction of employees.

The knowledge storage in the model seeks to determine the explicit knowledge existing in the company and how its use takes places; also, if the knowledge of the institution is effectively stored in its architecture or in its employees.

In turn, the bias pertinent to the organizational structure, contains as indicators the relationship network, hierarchy, and Information Technology (IT). For the author, IT aims to verify the organizational communication, the processes and the tools used for information; and consequently, how the knowledge transfer occurs in the interrelations, because when used, they can facilitate the information process by

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<sup>14</sup> "abre espaço para possíveis questionamentos, tanto em relação ao próprio colaborador como também referentes às práticas dos colegas de trabalho".

admitting the sharing of visions or insights, understood in a quick and easy manner through various languages.

The relationship network indicator pursues to determine the location of the knowledge they need, whether it is in the company or in the individuals, so it may be used when the necessity emerges. The hierarchy has the purpose of identifying the existing bureaucracy in the organization, the transparency of the management, and if the knowledge transfer process is derived from the hierarchy that exists, because according to the author, this practice can generate obstacles, by hindering or inhibiting knowledge sharing, as well as the existing flexibility and complexity required to transfer knowledge.

The model also brings the two factors (idiosyncratic and organizational) under the lens of organizational aesthetics, having as its arena the variables: institutionalization of space and imaginative exercise. In relation to this, the institutionalization of space, through the look of aesthetics, seeks to verify the feelings aroused in response to the work environment, in order to capture the aesthetic judgment in relation to the organizational architecture and the work practices of the employee.

The imaginative exercise, in the light of organizational aesthetics, seeks to capture with the employees, through analogies, their activities and the environment in which they work, explaining "whether it is pleasant or not, engaging, indifferent, if it is fascinating or repulsive, uncomfortable, as well as to identify through the senses the relations between the employee and the organization"<sup>15</sup>, according to Willerding (2015, p. 128).

This imaginative exercise seeks to understand the environment constructed and understood by the employee, through his/her sensorial-aesthetic knowledge based on memories, by the use of analogies allusive to the exercised routines, which may unfold feelings and perceptions directly connected to their senses and to their relation with the work and the organizational environment that they experience.

#### **4. Application of the Model in an Entrepreneurial Organization**

In order to apply the model, an entrepreneurial organization was selected, because in order to fulfill the objective of the present study it is essential to consider a company differentiated from traditional ones, with a focus on the individual, and with a dynamic market-oriented management, which materializes in the present study in a company from the area of communications, comprising nine business units and one foundation, centralizing its activities in knowledge and information.

The management applied in the company is divided into four axes: Product (products and services developed by the company, directly related to the end user), Market (everything related to the market, such as sales of products and services, focusing in agencies and clients), Management (administrative and financial area of the organization) and Institutional (interpersonal relationship, generators of strategies for the relationship with authorities and businessmen) – PMMI.

The PMMI organizational model refers to a self-renewing entrepreneurial management, since it opens space for its employees to act in a bold way, towards greater effectiveness in the search for new opportunities and innovation.

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<sup>15</sup> "se é agradável ou não, envolvente, indiferente, se possui fascínio ou repulsão, desconforto, bem como identificar por meio dos sentidos as relações entre o colaborador e a organização".

Thus, when applying the Willerding model (2015), with respect to the idiosyncratic factors under the triad: time, communication, and trust, the employees' perceptions of the organization and its work is obtained, being able to exert motivational properties, and influence in a positive way their practices' quality and productivity.

Considering the time indicator, answers reveal that "time is turning into a restricted resource".<sup>16</sup> Through the answers, it was evidenced "that it is intrinsic to each one, that the company opens space, but that also depends on the attitude of the employee".<sup>17</sup> Moreover, it is "a restricted resource today, but it is extremely important to know how to manage it" (Willerding, 2015, p. 164-167).<sup>18</sup>

According to the reports, even though time was considered to be increasingly scarce, the company under study offers the availability and opportunity for knowledge sharing in the organization, through training, meetings, lectures, and often in the coffee break. However, it is essential for the employees to save this available time for their own development and to use it in the best possible way. It can also be noticed that for some employees the importance of this practice is still not clear, disregarding it in the use of their time, therefore, making knowledge sharing difficult; consequently neglecting employees' individual and collective development.

Regarding the communication indicator, it can be evidenced by the answers that it is held through a direct conversation, interacting socially. However, it was also noted that "many expect meetings or more formal situations to communicate and share knowledge".<sup>19</sup>

In this respect, it can be affirmed that "there is clarity in the existing language of the organization and among employees to share knowledge in a better way, avoiding barriers and misunderstandings in the message".<sup>20</sup> Also, communication "occurs in an easy and fluid way, there are some employees who wait for the right timing, in their opinion, with more formal environments for knowledge sharing, or IT tools".<sup>21</sup> Consequently, this may occur "because they do not feel comfortable with more informal social interactions in the organizational environment, or also because of the time factor" (Willerding, 2015, p. 167-168).<sup>22</sup>

The confidence indicator sought to describe the feeling of trust for the sharing of information and knowledge among co-workers. This indicator pursues to demonstrate the essentiality of the feeling of trust in the work environment, so barriers may not interfere in knowledge sharing, transferring a sense of security. It was demonstrated in the researched company that "confidence and safety with respect to work is quite strong, even though the company has this as a premise in its organizational architecture", as stated by Willerding (2015, p.170).<sup>23</sup>

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<sup>16</sup> "o tempo está se transformando em um recurso restrito".

<sup>17</sup> "que é intrínseco a cada um, que a empresa abre espaço, mas que depende também da atitude do colaborador".

<sup>18</sup> "um recurso restrito nos dias atuais, porém é de extrema importância saber administrá-lo".

<sup>19</sup> "muitos esperam reuniões ou situações mais formais para se comunicar e compartilhar conhecimentos".

<sup>20</sup> "há clareza na linguagem existente na organização e com colaboradores para melhor compartilhar o conhecimento, evitando barreiras e o não entendimento da mensagem".

<sup>21</sup> ocorrer de forma tranquila e com fluidez, há alguns colaboradores que esperam momentos mais oportunos, em sua visão, ambientes mais formais para o compartilhamento do conhecimento, ou por ferramentas de TI".

<sup>22</sup> "por não se sentirem à vontade para uma interação social informal mais ampliada no ambiente organizacional, ou também pelo fator tempo".

<sup>23</sup> "a confiança, a segurança com relação ao trabalho é bastante forte, sem melindres, ainda que a empresa tenha isso como premissa em sua arquitetura organizacional".

Organizational factors, according to the model of Willerding (2015), are focused on the triad: organizational culture, organizational structure, and knowledge transfer strategy.

Organizational culture conveys its importance in the process of knowledge sharing through the identity of the company, carrying in its practices relevant mental aspects that are consonant with its employees, cooperating with the harmonization of its environment, shown by the indicators: type of valued knowledge, power, and environment favorable to questioning.

Concerning the *type of valued knowledge*, it was verified that knowledge is valued and that employees are also prompted by the managers of the company to give suggestions and ideas, thus enhancing their human capital.

Regarding *power*, reports say that knowledge does not play the role of empowerment in the majority of respondents. However, one interviewee believes that knowledge is a form of empowerment, when acting in an individualized way: "[...] I consider myself to be quite self-taught, [...] and today our experience helps very much, and we still have a lot to improve. I believe that "[that knowledge is power within a company] (E<sub>32</sub>).<sup>24</sup>

As for the *environment favorable to questioning*, it was verified that the organization allows questions "without any difficulty. In fact, respondents commented that it is normal to access it easily, it is simple, straightforward, without mortifications or constraints" (Willerding, 2015, p. 175).<sup>25</sup>

This fact allows employees, when they feel confident and valued for their questions, to be able to contribute with more clarity and determination with their tacit knowledge, allowing the best management of possible doubts and solutions in the context of the organization, as well as the search for the commitment of everyone in favor of the best solution or strategy of the organization (Willerding, 2015, pp. 176-177).<sup>26</sup>

The organizational factor, focused on the knowledge transfer strategy, allows relating management strategies, cooperating with the process of knowledge sharing through the indicators: recognition and reward of employees, training, storage procedures and transmission of knowledge.

It has been verified through the *recognition and reward* indicator that in the organization there is no reward plan that aims at results with a monetary benefit, but it involves promotions, feedback, and awards in some of the areas. This indicator showed dissatisfaction in the employees of the company about the reward processes, provoking a discontent, limiting the sharing of organizational knowledge. This question, under aesthetics, needs to be revised to later potentiate it.

In the *recruitment and selection* indicator, it was identified that the organization "cares about the recruitment and selection of its employees and the knowledge they have, since it is easier to select and hire talent for the functions of the company once they already have the expertise"<sup>27</sup>, according to Willerding,

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<sup>24</sup> "[...], eu me considero assim, muito autodidata, [...], e hoje a experiência que temos ajuda muito, e ainda tem muito para melhorar. Eu acredito que sim".

<sup>25</sup> "sem nenhuma dificuldade. Inclusive, os entrevistados comentam que a facilidade do acesso para isso é normal, é simples, direto, sem rodeios ou constrangimentos".

<sup>26</sup> colaboradores, ao se sentirem confiantes e valorizados por seus questionamentos, poderão contribuir com mais clareza e determinação com seus conhecimentos tácitos, possibilitando o melhor encaminhamento para possíveis dúvidas e soluções no contexto da organização, como também a busca pelo comprometimento de todos em prol da melhor solução ou estratégia da organização.

<sup>27</sup> "se preocupa com o recrutamento e a seleção de seus colaboradores e os conhecimentos que possui, pois fica mais fácil selecionar e contratar talentos para as funções da empresa quando já se tem a expertise".

(2015, p. 159). However, recruitment and selection is still done by the indications of managers and employees.

With regard to the *personalized training (coaching)* indicator, it is observable that "the company spends efforts to attend this issue, together with its managers, by verifying what is the market offering and its importance for employees and for the company", as affirmed by Willerding (2015, p. 183).<sup>28</sup>

In the *transmission of knowledge* indicator, it was evidenced by the reports that it happens in an easy and direct way, since the studied organizational environment fosters good social relations, as well as the confidence feeling of employees, related to an open and flexible business culture, avoiding barriers for knowledge sharing. According to the author (2015, p. 186), "the flow of communication, information and knowledge in their environment are vital to the good practices of the organization and also to the development and improvement of its employees".<sup>29</sup>

Regarding the *knowledge storage*, the research identified that the organization has already explicit knowledge, since organizational knowledge is within the people, where knowledge is stored in the mind of the individual, not being evident the reuse of codified knowledge. It was also evidenced that some employees seek knowledge in the "Internet, to acquire and share knowledge with their team, and also in courses",<sup>30</sup> as stated by Willerding (2015, p.187).

The following organizational factor refers to the *structure*, which seeks to contribute to knowledge sharing through the indicators: relationship network, hierarchy, and information technology.

Through the *relationship network* indicator, it is possible to identify that the organizational structure welcomes an active relationship, thus allowing its employees to share and transfer their knowledge.

In the *hierarchy* indicator, the majority of the interviewees identified the existence of a hierarchy. Moreover, "this hierarchy is not quite vertical, thus solving more quickly the difficulties encountered in the daily routine; and both the sharing of information and knowledge are passed on with more speed",<sup>31</sup> according to Willerding (2015, p. 191).

Considering the *Information Technology*, the reports allow the awareness that the company uses "IT tools, for example, WhatsApp, email, radio, telephone, in the daily work practices. This fact is evidenced by the profile of the researched organization, that is, a company that develops its activities in the field of communication" (Willerding, 2015, p. 194).<sup>32</sup>

#### **4.1 Idiosyncratic and organizational factors under the lens of organizational aesthetics**

These factors under the lens of organizational aesthetics aim to identify "through the feelings and senses of the employee, questions related to sensitivity, intuition, insights, and perceptions to understand their relationship with the researched company, being essential for the understanding of the architecture of the

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<sup>28</sup> "a empresa despense olhares para esse quesito e, junto aos seus gestores, verificam o que vem sendo oferecido no mercado e a importância para o seu colaborador e para a empresa".

<sup>29</sup> "o fluxo de comunicação, a informação e o conhecimento em seu ambiente são vitais para as boas práticas da organização e também para o desenvolvimento e aprimoramento de seus colaboradores".

<sup>30</sup> "internet, para adquirir e compartilhar com sua equipe, e também de cursos".

<sup>31</sup> "que essa hierarquização não possui tanta verticalização, resolvendo, assim, as dificuldades encontradas no dia a dia com mais rapidez, e tanto o compartilhamento de informação como o conhecimento são repassados com mais velocidade".

<sup>32</sup> "ferramentas de TI, por exemplo, *WhatsApp*, *e-mail*, rádio, telefone, no dia a dia das práticas de trabalho. Fato esse evidenciado devido ao perfil da organização pesquisada, ou seja, empresa que desenvolve suas atividades no ramo da comunicação".

organization",<sup>33</sup> in the arena of the variables: institutionalization of space through the framework of sight; and imaginative exercise through the framework of smell, taste, touch, and sound (Willerding, 2015, pp. 170-171).

It was identified through the *institutionalization of space*, when the surveyed subjects were evaluated on how they see their work in the company, expressions such as: it evolves a lot; could improve; in constant growth; I love what I do, but I try to improve; it is evolving; a rush, a madness; I have been running a lot and producing little; I'm addicted to my work; and, I'm picky with myself; are some statements that express the feeling of contentment. Additionally, an overwhelming feeling was also identified because of the various functions the employees fulfill.

Respondents were also questioned about how they joined the company, revealing that most of the interviewees arrived by reference. This question, in some interviewees, generated a feeling of discomfort due to the climate created by the presence of other work colleagues. Therefore, it becomes necessary for the organization to be attentive, along with the *recruitment and selection* indicator, to achieve greater effectiveness of organizational performance.

The surveyed subjects were also asked about their feelings when arriving at the company, the memories of that day, and if they reached their expectations focusing on what was their perception and their aesthetic judgment.

There were "sensory feelings, such as: scared; terrified; I had no idea what to do; butterflies in the stomach; surprised; shocked; fear of change; a "thump"; trembling legs and could hardly walk; tremor; cold sweat; monotony; composing several speeches" (Willerding, 2015, p. 200).<sup>34</sup> In contrast, the aesthetic judgments exposed by the interviewees of the company were extremely promising.

These feelings are connected to the ongoing practices, to their beliefs, and also to the unexpected facts, thus generating uncomfortable sensations, namely: "being afraid, feeling impacted, and being surprised by situations that were often different from those they imagined",<sup>35</sup> affirms Willerding (2015, p. 201). However, comfortable and pleasant sensations have also been reported, such as: "a strong encouragement; feeling welcomed; joyful; happy; experiencing something pleasant; comfortable; feeling excited; full of expectations; feeling positively challenged; anxious; marveled; satisfied; with their expectations being achieved and attended by the company",<sup>36</sup> according to the author (2015, p.120).

Regarding the question related to the organizational environment, in relation to what respondents would change in the environment in which they work, its base is found in the structure and physical space, since they refer to the growth of the company and its physical limitation to a small -"tight"- space, thus, generating the feeling of discomfort and unpleasantness.

In addition, the respondents discussed over the feelings of the team with whom they work and the relationship they have among co-workers, where the majority assured that their team is excellent,

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<sup>33</sup> "por meio do sentimento e dos sentidos do colaborador, questões relacionadas a sensibilidade, intuição, *insights*, percepções para compreender a sua relação com a empresa pesquisada, essenciais para compreender a arquitetura da organização".

<sup>34</sup> "sentimentos sensoriais, como: assustador, apavorado, não tinha ideia do que fazer; frio na barriga, surpreso, impactante, medo do novo, um "baque", as pernas tremiam e quase não conseguia caminhar, tremor, o suor frio, monotonia, compõem vários discursos".

<sup>35</sup> "ter medo, sentir impacto e estar surpreso com as situações que imaginavam muitas vezes serem diferentes das que vivenciaram".

<sup>36</sup> "um forte ânimo, se sentir acolhido, alegre, feliz, do gostar, de se sentir bem, ter emoção, de estar cheio de expectativa, sentimento de desafio, de ansiedade, de estar maravilhado, satisfeito, com suas expectativas sanadas, atendidas pela empresa".

attributing the feelings of wellbeing, realization and tranquility. Also, they expressed how they would proceed in relation to the integration of a new co-worker, helping him/her to learn about his/her function, which proves their proactivity in knowledge sharing and the presence of a strong socialization in the company. Nevertheless, one respondent declared his dislike towards teaching. "This behavior may be a problem related to what the company and its leaders design as management and culture, or perhaps, it is a conflict with the organizational culture so clear in relation to knowledge sharing",<sup>37</sup> says Willerding (2015, p. 207).

The research also sought, through the imaginative exercise, to look for "the multi-detected, constructed and sensed nature; keeping the aesthetic knowledge close to the source of experiences already embodied and aesthetically perceived through the senses" (Willerding, 2015, pp. 209-210).<sup>38</sup> This exercise seeks to evidence the senses already incorporated in the individual, using analogies of previously experienced sensations that were codified by the cognitive knowledge of the employee.

In this perspective, it was possible through the framework of smell, taste, touch and sound, to understand the environment constructed by the employees, protected by their memories and imaginations, by explaining analogies to refer to ongoing practices that are connected to their bodies, minds and feelings.

The framework of smell implicates the sensations of aromas, encoded by feelings. "It is one of the factors that allow the individual to understand and relate to the environment, and it also serves as an important tool to alert against feelings that can generate barriers through displeasure, discomfort, and repulsion" (Willerding, 2015, p. 210).<sup>39</sup>

Therefore, when arguing about the smell of the workplace, there were reports related to: "many people gathered together; pleasant goals; tranquility and peace; work; joy; pleasantness; friendship; companionship; comfort; warmth [...] machines; documents; new books; paper; chocolate; [...] hurry; responsibility; coffee; growth and development; information; achievement; wetland; happiness; flowers; satisfaction" (Willerding, 2015, p. 210).<sup>40</sup>

These perceptions are related to the sensation felt by the cognitive knowledge of each subject, intrinsic "to the way of perceiving, interpreting and symbolizing the feelings associated with their wellbeing and their form of pleasure".<sup>41</sup> However, there were also explanations related to the displeasures referring: old things, outdated.

The framework of taste, of the palate, manifested the sensation embodied through the senses of the surveyed subjects, by traveling through the flavors and displeasures of their feelings (sensations). Thus, the reports indicated feelings such as: "sweet; which I love; sweet and sometimes bitter; satisfaction; fulfillment; joy;

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<sup>37</sup> "Esse comportamento talvez seja um problema em relação ao que a empresa e seus líderes vêm desenhando como gestão e como cultura, ou talvez um embate à cultura organizacional tão evidente a respeito do compartilhamento de conhecimento".

<sup>38</sup> "a natureza multidetectada, construída e sentida, mantendo o conhecimento estético próximo da fonte de experiências já corporificada e sentida de forma estética, por meio dos sentidos".

<sup>39</sup> "É um dos fatores que admitem ao indivíduo compreender e se relacionar com o meio ambiente, e que também servem como importante ferramenta de alerta contra sentimentos que possam gerar barreiras por meio do desagradável, do desconforto e da repulsão".

<sup>40</sup> "muita gente junta, metas prazerosas, tranquilidade e paz, trabalho, alegria, agradável, amizade, companheirismo, conforto, aconchego [...] máquinas, documentos, livro novo, papel, chocolate, [...] prensa, responsabilidade, [...] café, crescimento e desenvolvimento, informação, realização, terra molhada, felicidade, flores, satisfação".

<sup>41</sup> "à forma de perceber, de interpretar e de simbolizar os sentimentos associados com o seu bem-estar e a sua forma de prazer".

wine; rice, *feijão* and *farofa*<sup>42</sup>; coffee; sushi; pizza; life; contentment; and tequila" (Willerding, 2015, p. 212).<sup>43</sup>

On the other hand, the framework of the sense of touch seeks the tactile sensation, perceived by the touch, which may intervene the human capacity of creating the aesthetic judgment, "providing feelings like security, affection, regard; as well as ambiguity, rareness, emptiness, interferences, unpleasantness, and inaccuracies" (Willerding, 2015, 213).<sup>44</sup> Some statements were highlighted in the reports, such as: "it is hard, you have to succeed", "some days are hard, some others are easy, more or less with a bittersweet connotation", identifying "the feeling of wellbeing; satisfaction for being part of the organization, the management team, and the co-workers, including the most diverse descriptions of feelings (aesthetic judgment)" (Willerding, 2015, p. 214).<sup>45</sup>

The framework of sound is perceived by hearing, through the projection of sound, "sound intensity or volume, rhythm that to affects the proper functioning of organisms and life in general; being able to cause various types of discomfort and dysfunctions" (Willerding, 2015, p. 214).<sup>46</sup>

Consequently, the sound verified in the surveyed organization reflects satisfaction, wellbeing, the dynamism of everyday life, the aggressiveness of the market, being "like a sailboat, where the working employee is the wind that always travels forward with pleasure and determination, in search of the meaning of doing the right thing and to be heading towards the right direction" (Willerding, 2015, 216).<sup>47</sup>

#### 4. Conclusion

The application of the strategic model for knowledge in the light of organizational aesthetics was possible through the involvement of organizational life and the employees, their environment, and their daily work practices. When verifying the importance of each factor created by the model, it was perceived a strong social interaction in the organizational environment, by developing feelings of security, confidence, joy, happiness, and satisfaction, by the existing teams in the different business units of the surveyed organization.

Additionally, there were also evident, in certain moments, feelings of discontent, discomfort, or displeasure, which, through the lens of aesthetics, need to be reexamined in order to prevent the appearance of barriers and blockages in the process of knowledge sharing. Nonetheless, the feelings of pleasure and satisfaction in the company act as facilitators for knowledge sharing and for good practices.

Given the context, Willerding's model (2015) has brought to the limelight the importance of time, communication, and trust for knowledge sharing and other factors oriented towards the organization,

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<sup>42</sup> Typical Brazilian dishes with beans and other grains (TN: translator's note).

<sup>43</sup> "doce, que eu adoro, doce e às vezes amargo, gosto de satisfação, realização, alegria, vinho, arroz, feijão e farofa, café, sushi, pizza, vida, contentamento e tequila".

<sup>44</sup> "proporcionando sentimentos, como segurança, afeto, carinho, como também sensação de ambiguidade, o indeterminado, lacunas, intercepções, incômodo e imprecisões".

<sup>45</sup> "é duro, tem que bater", "os dias são ásperos, outros são lisos, mais ou menos com a mesma conotação do amargo e do doce", identificando "o sentimento de bem-estar, de satisfação em fazer parte da organização, da equipe que gerencia, de seus colegas de trabalho, nas mais diversas descrições de sentimentos (juízo estético)".

<sup>46</sup> "intensidade sonora ou volume, ritmo que permite afetar o funcionamento apropriado do organismo e da vida em geral, causando vários tipos de desconforto e disfunções".

<sup>47</sup> "como um barco à vela, onde o colaborador com seu trabalho é o vento que leva sempre em frente com prazer e determinação, em busca do significado de estar fazendo o certo e na direção certa".

considered under its culture, structure, and knowledge transfer strategies, in the light of organizational aesthetics.

When capturing the subjectivity of employees, through the sensory field of the individual, this research broadens the horizons of action of the organizations, allowing a differentiated perspective in their management so that they may reach new conclusions, thus, promoting a competitive differential and a greater socioeconomic development. Also, strong social interaction in the organizational environment awakens a swirl of feelings, sharing the language of the senses, inherent to the human being, as an arena of feelings capable of revealing thoughts and ideas for a better interpretation and understanding of the feelings of employees, in relation to the inherent framework of their experiences and perceptions, by decrypting enigmas.

Enigmas are sensed by the peculiarity of each worker, as an integral part of organizational life, and the more their senses are interpreted, the more it will be possible to advance in the mysteries of the business world, enabling the generation of competitive differential when promoting the desire to share knowledge, prioritizing human features, such as sensitivity, cognition, creativity, imagination, critical thinking, and self-reflection, for the transformation of organizational practices.

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