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Knowledge sharing between generations: a multiple case study in rural properties of Dom Pedrito – RS

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KNOWLEDGE SHARING BETWEEN GENERATIONS: A MULTIPLE CASE STUDY IN RURAL PROPERTIES OF DOM PEDRITO – RS

COMPARTILHAMENTO DE CONHECIMENTO ENTRE GERAÇÕES: UM ESTUDO DE MÚLTIPLOS CASOS EM PROPRIEDADES RURAIS DE DOM PEDRITO - RS

ABSTRACT

Knowledge sharing between generations now represents a very valuable resource for family businesses in general because it is linked to competitiveness and business continuity. Studies that aim to understand knowledge in the rural sector are incipient and the non-explicability of knowledge can hinder transmission from one generation to the other. Therefore, the present research has as general objective to analyze how the knowledge sharing between generations occurs in rural properties of Dom Pedrito - RS. As for the methodology, it is described as a multiple-case study with semi-structured interviews with the parents/grandfather and children/granddaughter of six rural properties from the technique of snowball data collection and use of the software Maxqda™ version 2018 for organization and data analysis. It was observed that knowledge sharing between generations occurs mainly through speech, example and exchange of experiences although rural producers make use of their own internal mechanisms and try to keep up to date with the external context.

Keywords: knowledge; rural; sharing.

RESUMO

O compartilhamento do conhecimento entre as gerações atualmente representa um recurso muito valioso para as empresas familiares de forma geral, pois está vinculada a competitividade e a continuidade do negócio. Os estudos que visam entender o conhecimento no setor rural são incipientes e a não explicidade dos conhecimentos pode dificultar a transmissão de uma geração para a outra. Logo, a presente pesquisa tem como objetivo geral analisar como ocorre o compartilhamento de conhecimento entre gerações em propriedades rurais de Dom Pedrito – RS. Quanto à metodologia, descreve-se como um estudo de múltiplos casos com a realização de entrevistas semiestruturadas com os pais/avô e filhos/neta de seis propriedades rurais apartir da técnica de coleta de dados snowball e utilização do software Maxqda® versão 2018 para a organização e análise dos dados. Observou-se que o compartilhamento de conhecimento entre as gerações ocorre principalmente pela fala, exemplo e troca de experiências, ainda que os produtores rurais façam o uso de mecanismos internos próprios e procurem manterem-se atualizados com o contexto externo.

***Palavras-chave**: conhecimento; rural; compartilhamento.*

1. Introduction

Knowledge is experienced both by experienced professionals and scholars as a valuable resource of the main industrialized countries in the face of the competitive advantage that it represents and links diverse environments from companies to universities (ARGOTE, & INGRAM, 2000; BINOTTO, NAKAYAMA, SIQUEIRA, 2013).

However, as far as the debate on the subject is concerned, studies are still incipient to understand the form of knowledge creation and sharing in the rural sector (BINOTTO, NAKAYAMA, SIQUEIRA, 2013) given the great representativity in economic development, social and political situation where 62% of Gross Domestic Products (GDP) comes from family businesses (IRIBARREM, 2016).

Succession in family farming, in turn, involves not only the transfer of assets and fixed capital over generations, but a true cultural code that guides individuals' choices and procedures (SACCO DOS ANJOS ET AL, 2006).

It is in this sense that the importance of understanding knowledge management in rural properties is shown, defined by Nonaka and Takeuchi (1997) as the activity that serves as means to disseminate and make explicit the knowledge of individual and collective practices, given that, according to Polanyi (1959), the greater the tacit dimension of knowledge, the more difficult it is its share.

Another fact to be considered parts of the view that personal knowledge is temporal. In other words, the inputs of knowledge can be lost according to the entry and exit of people and even in the retirement process of an individual of the first generation (FEI, CHEN, & CHEN, 2009).

Thus, the present research aims to answer the following question: how does the knowledge sharing between generations occur in rural properties of the municipality of Dom Pedrito - RS? In this way, the general objective is to analyze how the knowledge sharing between generations occurs in rural properties of Dom Pedrito - RS and has as specific objectives: to identify the behavior of the generations during the sharing of knowledge; to identify the internal mechanisms used by rural properties and to identify the external factors that influence the sharing of knowledge.

2. Theoretical reference

2.1 Family businesses in the rural sector

Family farming involves the learning of a trade and the management of assets (land and capital). In the activity, the work force of the whole family has the social purpose of maintaining the business with the family organization. Thus, companies in this segment rely on the responsibility of forming new generations for the continuity of the business in the so-called "family succession" (ABRAMOVAY ET AL, 1998).

In agreement to the Federation of Agricultural Workers in Rio Grande do Sul - FETAG/RS (2018), the option for the profession of family farmer does not occur after the legal period that someone can work (sixteen, eighteen years), but built, defined and concretized with the time of coexistence and the learning with the family.

Lodi (1987) argues that succession in family business begins when the children are still small and it must be conducted with great skill by the patriarch while the induvidual still holds the power and has full mental and physical health to share his experience.

In this perspective, knowledge sharing in companies facilitates the conversion of science and technology results to market innovations and assumes a fundamental role for the generation, implementation and consolidation of organizational units focused on the improvement, expansion and profitability of investments, extension of the best practices, dissemination of procedures, exchange of data and information (ARGOTE, & INGRAM, 2000).

2.2 Generations

As defined by Erickson (2011, p. 04) "... generation is a group of people who, based on age, share not only a chronological location in history, but also the experiences associated with them". Although, scholars bring different periods to refer to each generational group, they often use similar analogies to characterize each generation (VELOSO; DUTRA; & NAKATA, 2008).

Addressing to this, Veloso, Dutra & Nakata (2008), subdivided the generations into the following periods:

- ***Baby Boomers,*** until 1964.

People who are motivated and loyal, commonly called "workholics", have a strictly work profile and have invested in the strength of their studies to leverage career opportunities ensuring stability, status and career advancement.

- ***Generation X,*** from 1965 to 1977.

People with a skeptical stance wich prefers an informal environment with less accuracy in the hierarchy that aimed at the development of skills in order to improve employability.

- ***Generation Y,*** from 1978.

Multi-faceted, individualistic people with a broad vision, competent to capture the events in real time because of the early contact with the technology at an unstable economic moment for the country.

However, each individual's experience affects the pattern of response in different situations and reflect values, beliefs, goals and aspirations in the professional life (SMOLA, SUTTON, 2002).

2.3 Knowledge

Polanyi (1959) guided one of the first concepts of knowledge to intuition, dexterity and experience of the human being relating it to the capacity of people to know something without even knowing it or being able to explain to the others why what they do actually works.

For Ferreira, Anjos and Ferreira (1999), knowledge can be defined as a vision or idea of something; practice of life, experience. It can also means erudition; instruction.

Nonaka and Takeuchi (1997) classify the knowledge into tacit, characterized as of personal nature, difficult to formulate and communicate and explicit, easy to transmit and also systematic, that can be formally coded into words, symbols and numbers. The authors emphasize, in the same time, the relevance for the companies to promote the complementarity of these two types of knowledge in the environment of work, so the creation of the new knowledges occurs naturally.

After contextualizing the subject of the research in the theoretical reference, we will pass to the methodology section that follows.

3. Methodology

Aiming at the general objective of analyzing how the knowledge sharing between generations occurs in rural properties of Dom Pedrito – RS, participated in the qualitative research two individuals from different generations of each of the six rural properties, workers in the agriculture and/or livestock segment, these being the parents/ grandfather and children/granddaughter, who still acts or have already worked for many years in the rural property. The choice of municipality occurred due to the accessibility of the researcher to the data collection.

"Qualitative research provides better insight and understanding of the problem scenario" (MALHOTRA, 2011, p. 122) in this multi-case study that compares a phenomenon in the same number of organizations in a systematic way to explore different dimensions or examine different levels of the variables of the research problem (GHAURI, 2004).

The choice of participant properties was made through the technique of non-probabilistic snowball data collection, through the indication of individuals by third parties, facilitating the study of groups that are difficult to access (VINUTO, 2014) and face-to-face

interviews that allow the researcher to observation not only of verbal data, but also non-verbal data (HILLER & DILUZIO, 2004).

The number of interviews was based on the concept of empirical and theoretical saturation pointed out, respectively, by Fontanella (2011), when the data are necessary and sufficient to answer the questions and the interaction between the research field and the researcher no longer provides elements for theorizing the cases.

The script of semi-structured interviews was validated by two specialist teachers of the area, considering the process of interpreting a technical language to be understood by the interviewed public, allowing them to speak freely about the elements that arise as a result of the main theme (GODOY, 2001).

A pilot study was also applied to refine and test data collection and recording procedures, increasing the probability of success of the real case studies (YIN, 2009).

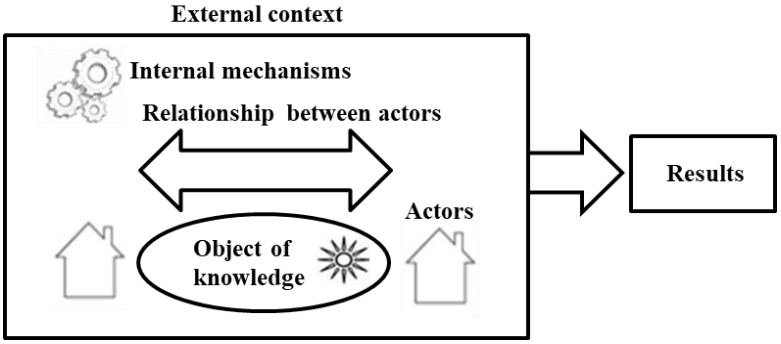
The questions were grounded and readapted according to the qualitative interview script of Andresian and Andresian (2013) and the framework developed by Benito-Bilbao; Sanchez-Fuente; Otegi-Olaso (2015), which is constructed from a knowledge transfer model of technology from an empirical and theoretical perspective, scientifically accepted and revised in international standards, first proposed by Bozeman and later revised by Bozeman, Rimes and Youtie to emphasize the impact of technology transfer (BOZEMAN, 2000; BOZEMAN, RIMES, YOUTIE, 2015). The model, however, "is constant for any industry or sector in which the phenomenon occurs, because its formulation is characterized by a theoretical nature" (BENITO-BILBAO, SANCHEZ-FUENTE, OTEGI-OLASO, 2015, p. 48).

For the qualitative analysis, software Maxqda™ version 2018 was used in order to increase the reliability of the study and to help in the organization of the data of more precise form. According to Bardin (2011), the use of software in qualitative data analysis: a) accelerates the process; b) increases rigor; c) provides more flexible data analysis from different perspectives; d) facilitates the exchange and reproduction of data; and e) allows the researcher to reflect in greater depth reducing operational activities.

3.1 Framework

The factors of knowledge sharing are triggered when the actors with certain characteristics begin to develop relations and interactions about the activity that concentrates some type of knowledge, described in figure 1 as object of knowledge. The operations that define an organization's specific knowledge sharing model are defined by its internal mechanisms that supports each event and suffers the influences of the external context (BOZEMAN, 2000; GRANT, 2002; BOZEMAN, RIMES, YOUTIE, 2015).

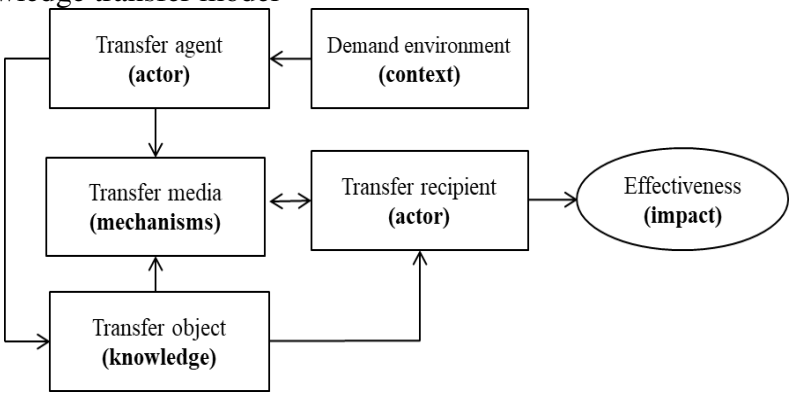
Figure 1 – Knowledge sharing dimensions



Source: Benito-Bilbao; Sánchez-Fuente, Otegi-Olaso (2015)

The knowledge sharing dimensions encompass actors, mechanisms, the context in which they are inserted and the effectiveness which are represented in the knowledge transfer model presented in figure 2.

Figure 2 – Knowledge transfer model



Source: Bozeman, (2000); Bozeman, Rimes, Youtie (2015)

The research data were organized according to the conceptual framework of figure 3 and simultaneously describe: the specific knowledge of the property, the behavior of the individuals of the different generations, the internal mechanisms and the external factors that influence the businesses management.

Figure 3 – Research framework

Object of knowledge	Actors and relationships	Internal mechanisms	External context

RESULTS

Source: Fonte: Benito-Bilbao; Sanchez-Fuente; Otegi-Olaso (2015)

We will find in the following section the detailing of properties profile, the detailing of interviewess profile and the results according to the reasearch framework already shown above.

4. Results and analysis

4.1 Interviewees profile

The table 1 details the interviewees profile of each rural property:

Table 1 – Interviewees profile

Property	**A**		**B**		**C**		**D**		**E**		**F**	
Generation	father	son	father	son	grandfather	granddaughter	father	son	father	son	father	son
Gender	male	male	male	male	male	female	male	male	male	male	male	male
Age	72 years	33 years	60 years	26 years	82 years	22 years	83 years	46 years	64 years	32 years	73 years	41 years
Experience	57 years	15 years	46 years	2 years	70 years	5 years	50 years	32 years	20 years	10 years	27 years	27 years
Still works?	retired	yes	yes	yes	retired	yes	retired	yes	yes	yes	yes	yes
Academic education	elementary school	elementary school (incomplete)	elementary school	higher education	elementary school (incomplete)	higher education (in progress)	higher education	higher education	higher education	high school	high school	elementary school (incomplete)
Area	-	-	-	agronomy	-	agronomy	veterinery	veterinery	technical course	-	-	-

Source: Research data (2018)

We can see that the experience of the first generation is quite considerable, since they started working directly with the activity from a very early age. In consideration of the second generation, interviewees reported observation of the practical environment likewise the primer generation, with parents and grandparents. It is also observed that the academic eduacation of those who sought to go deep in their studies took place in areas related to the property segment.

4.2 Properties profile

The properties profile was performed according to the agricultural and/or livestock segment which can be seen in following table 2 (subsection - object of knowledge).

4.3. Framework results

The results are succinctly organized in table 2 according to the research framework disposed in figure 3. In the following, the sections: actors and relations, internal mechanisms and external context were individually analyzed.

Table 2 – Framework results

Property	Object of knowledge	Actors and relationships	Internal mechanisms	External context
A	Agriculture and livestock	First generation is resistant to the use of new ideas.	• Experience; • Exemple; • Observation of properties; • Own tests; • Speeches and ideas.	• Courses; • Educational institutions; • Lectures; • Technical assistance.
B	Agriculture and livestock	Good intergenerational relationship; first generation is open to accept ideas but with caution.	• Exemple; • Experience; • Observation of properties; • Own tests; • Speeches and ideas.	• Climatic factors; • Courses; • Educational institutions; • Lectures; • Seminars; • *Workshops.*
C	Agriculture	First generation is sometimes not heard and it is resistant to the use of new techniques.	• Experience; • Exemple; • Observation of properties; • Own tests; • Speeches and ideas.	• Climatic and market factors; • Courses; • Educational institutions; • Lectures; • Seminars; • *Workshops.*
D	Livestock	Good intergenerational relationship; both are interested in new ideas, although the first generation prefers the old system.	• Experience; • Exemple; • Observation of properties; • Own tests; • Speeches and ideas.	• Climatic factors; • Courses; • Educational institutions; • Group X; • Lectures; • Technical assistance.
E	Livestock	Sometimes the first generation sees a certain lack of commitment of the second generation to seek new techniques.	• Experience; • Exemple; • Observation of properties; • Speeches and ideas.	• Climatic and market factors; • Courses; • Group X; • Lectures.
F	Livestock	Good intergenerational relationship; both think in a similar way (conservative), but they try to keep up to date in the tendencies.	• Experience; • Exemple; • Observation of properties; • Speeches and ideas.	• Climatic and market factors; • Courses; • Educational institutions; • Group X; • Lectures; • Technical assistance.

Source: Research data (2018)

4.4 Actors and relationships

Three of six properties (A, C and E) has difficulty on mantaining a congruence of ideas between intergenerational relationships considering the use of techniques that did not exist or that were improved over the years as described in the comments:

> That depends on the generation. Generally, older people have a more closed mind. They always did things in a way and it always worked out, so they always want to do it that way because it works and sometimes they don't think they can have a better way to do it (INTERVIEWEE 2, B).

> It's kind of costly. It's costly because I'm the next generation and he's from the previous generation. If I'm going to do something I try to do it in a new way, but I know from experience that his way works, right? Then, sometimes it generates friction (INTERVIEWEE 2, E).

In property C, interviewee 1 reveals that the people of the other generation: "Sometimes they listen, sometimes they say: what this old man wants, he doesn't know anything, now it's different". The interviewee 2 talks about the position of the grandfather "(...) he is very afraid, sometimes don't accept. He thinks you do not need it, that it is not like that or that you will spend a lot of money and bankrupt".

Companies have unique characteristics in the relations of power, culture, decision making and interpersonal relationships. In order to manage them, it is necessary to be very cautious since there is family involvement demarcated by the affection of the relations between the members as well as other emotions such as jealousy, negotiation, friendship, among others (KETS DE VRIES, KOROTOV, TREACY, 2009).

Interviewee 1 of property E comments the difficulty in establishing a line of non-personal professional relationship within the processes of rural properties since the work is in conjunction with the family.

> When the process is correct, the product generated is satisfactory. So many days of work (...), boarding! When you realize the problem you have to analyze the process, there you face people. Then, you have to make personal changes that sometimes impact on the condition that it's a son and things are not normally good (INTERVIEWEE 1, E).

According to Becerra, Lunnan and Huemer (2008), reliability is associated with a greater transfer of tacit knowledge usually with skillful business partners and with congruence of interests. Thus, we observe that the relationship of motivation and trust between generations in the family can be a facilitator when it stimulates the exchange of ideas or a barrier when there is no existence or mistrust resulting in the divergence of ideas.

The subject of properties B, D and F presented in table 2 indicates that it is possible to work in a harmonious and healthy work environment with the practice of intergenerational conversation. In this sense, interviewee 1 of property B talks about the behavior of the second generation: "Well, he is very considerate in that part that we seek to teach and hear well, like that. If he thinks he has to do differently, he even says it's a little bit more like this or that, but then we'll talk. We always understand each other".

On the other hand, property F follows the conservative stance acquired by the father's experience and passed on to the child. Even so, they keep aiming at improving the techniques and activities developed through the search for external support. Interviewee 1 defines himself as a conservative one, "always trying to improve" and recognizes the preparation of the son: "(...) from a time to here he has improved more than I have because I've got my ideas for a long time and he's got the new techniques". The speech is confirmed by the son, who says that the father remains very open to the search of knowledges, encouraging him since a very young age and reaffirming the care to take calculated risks (INTERVIEWEE 2, F).

Analyzing the behavior of the interviewees by the opitic of generation, the parents/ grandfathers which belong to the Baby Boomers generation confirm the description of the studies carried out by Garcia-Lombardia, Sten and Pin (2008) that portray them as focused

people with a sense of authority drawn between love and hate given the feeling of feeling responsible for stimulating the work of all people in the company.

As previously evidenced, the interviewees of properties B and E wich correspond to the generation Y have an individualism attitude that seeks the insert of new techniques at work (GARCIA-LOMBARDIA, STEN, PIN, 2008).

The behavior of the second generation of properties D and F reflect the characteristics of generation X. They prefer an informal work environment marked by choices structered in autonomy and pragmatism (OLIVEIRA, 2009) as evidenced in the following section:

> I started taking care of the property when I was 14, 15 years old, so it's been over thirty years since I'm inside the system. When I got graduated my father came to me and said something like this: - Here it is the key of the property. It's only you that will manage it. You can't have two people. There must be only one chief (INTERVIEWEE 2, D).

4.5 Internal mechanisms

The internal mechanisms consist mainly in the orality and observation of the daily activities and it is extended through the familiar example and experience obtained by their own mistakes and by the observation of other properties.

Interviewee 2 of property B reveals that "the advanced knowledge is not used very much in the farm. More of the old time still. Most talked". Thus, the research elements indicate the use of tacit knowledge described by Nonaka and Takeuchi (1997) as the search for information arising from the experience and subjective thinking of the human being.

The mechanism of speech, used to transfer knowledge between generations, was sometimes articulated to the cultural question because of the typical posture of the surveyed public which are descendent of German and Italian people.

"We have a long tradition of oral knowledge, only by the voice. Between generations my two great-grandparents on the part of grandfather and granddaughter were leaders. They were settlers. They were people that everyone listened to" (INTERVIEWEE 2, E).

Claval (1999) claims that culture guides the actions of a particular social group from symbolic systems that make them distinct from the others to a set of beliefs and values, among which are: (a) mediation of man and nature, (b) inheritance resulting from communication, (c) individuals and groups projecting themselves into the future; (d) is made by words, articulated by discourses and carried out by example.

Even with the substitution of practices and the entry of the use of technology in the rural sector, many of the values and knowledge perpetuate to the present day only by the speech between the generations as exemplified by interviewee 1 of property B about his son's grandfather: "A thing he taught to us, is to be right and honest and always speak the truth". Among the knowledge learned: "We learned how to make brown sugar. That's what we learned. If I were going do it today, I would know how to do it. And polenta too". Another interviewee recalls:

> Until nowdays I listen to some lost knowledge... erect the horn of the ox to make the ox of the canga. I hear about it. At the time, my father worked with that. They took the ox, lowered his head to the ground. Almost made its muzzle lean against the back. Picked up a bow, a pua. Pierced his horn and passed the red-hot iron through the horn. And so he passed by one, two, three oxen. The canga steer, in agriculture. It is only known but no longer used (...). It is a knowledge that is almost lost (INTERVIEWEE 2, E).

The cultural issue is so marked for property E, that "mate time[i]" has become a facilitator for knowledge sharing where small daily meetings are held in the morning. The timing provides a checklist of the daily tasks and discussion about mid and long-term goal planning. Interviewee 1 of property E comments that morning mate is almost a formal meeting and complements:

> Sometimes I even joked (...): I don't trust anyone who doesn't drink mate in the morning. Sometimes the person wakes up late and didn't talk. Sometimes he doesn't need more than a minute to do an organization or a modification of one job and during the mate, while it is happening for some fifteen or twenty minutes, there is an exchange: what do you think? Maybe we could have lost an opinion about the activity and the information was very important (INTERVIEWEE 1, E).

The properties D and F also have the habit of holding sporadic internal meetings to discuss ideas and to keep the first-generation individuals informed. Even retired from the daily tasks they continue contribuiting with their life experience. However, when meetings are not accomplished in the companies as the case of property C, troubles with financial issues occurs.

"There isn't, for example, a meeting to decide things. Only in tightening time they gather themselves to decide such thing. But I think we would have a weekly meeting to see what was spent and to see other things of the management " (INTERVIEWEE 2, C).

Another important common point repported was the need of properties to carry out their own tests in a small area of fields or in lots of animals to certify the efficiency and effectiveness of the product or process to be used. The properties (A, B, C, D, E and F) use this internal mechanism to test the cost/benefit ratio since they affirm the tests of laboratories and other institutions often do not infer their reality of climate situation or typology of the product.

In this way, Vaz, Maehler and Valgas (2016) note that producers believe in the complementarity between new and previously acquired knowledge since the new knowledge experiments lead the properties to innovate in techniques.

Moresi (2001) paraphrases that the idea of creating new knowledge does not only imply the capacity to learn from others or to acquire external knowledge but also to build for oneself.

The research elements also pointed out that although many of the individuals use speech as the principle guiding for the exchange of experiences, long-standing explicit data while exists in the property are investigated. The most cited example by the producers was the handwriting notebook. On the top of this, property E, also consults old books and videos to look for specific information: "If I want to look for things that happened in the seventies in the property, I just go there and open the data" (INTERVIEWEE 2, D).

Figure 4 complements the evidence from research data, like Yin (2009) affirms, triangulation is at the heart of case study research.

Figure 4 – Explicit knowledge

Source: Research data (2018)

The image consists of the explicit representation of knowledge passed from father to son of property E. The copies are part of a collection composed of six to twelve thousand books,

transcribed in more than twelve languages. In this sense, Nonaka and Takeuchi (1997) emphasize that the generation, understanding and use of new knowledge among all members of the company depend heavily on the conversion of tacit into explicit knowledge.

4.6 External context

Among the external factors with great power of influence in the management of the rural properties it was seen the predominance of courses and lectures due to the accessibility that this modality offers to producers of the first or second generation higher education or not.

The offer happens through events promoted by support and educational institutions and also by private-sector companies that aims the dissemination of agricultural products in the municipality and region.

The speeches of rural producers reflect the improvement and updating of techniques for everyday life: "Look, I like to go to the lectures that sometimes they call because you always learn something new. You can always be beneficial of something" (INTERVIEWEE 1, B).

Yet, some barriers were cited such as the lack of interest of the rural public, repetition of the themes, simplified language for the public with advanced study and impartiality in the meetings sponsored by private companies.

According to Fernandes (2008), the great competition of the globalized world, the computerization, the need for competitive differentiation and the disillusionment with some ineffective solutions made the companies realize the importance of knowledge and its management.

The first generation consider the use of theoretical concepts for everyday life when they are well analyzed because climatic and market factors represents big risks in the segment. They examplify: "We need to be attentive" (INTERVIEWEE 1, E); "(...) There are many things that have foundation. The teacher explains the size of the rice that we should put it in the water, something that there in the farm we put water even more older than it's recommended" (INTERVIEWEE 1, B).

Technical professionals are sought by the producers to help them make accurate choices. Meanwhile, the producers emphasize their frustration due to the lack of practical acquaintence e and/or adequacy of the language (technical for practical) of the profesisonals as well as in courses and lectures.

On the other hand, some properties (D, E and F) take part in Group X that aligns concepts to practice in a kind of "free audit" according to the interviewees words. The group was founded in 2000 and includes the participation of mid and large size properties of the livestock segment. The public are selected and the entry starts only by invitation of one of the members.

Through the group, monthly meetings are held using the brainstorming technique. The rural producers individually list a plus point and two points to improve inside the visited property. Godoy (2001) defines the brainstorming technique as a disciplined way to generate new ideas from the discussion in a group. It acts as a tool for knowledge management since it deals with a broad and judicious process of identifying, maximizing, coding and sharing strategically knowledges (TERRA, 2001).

The recognition in the region can be attributed to certain criterias governed by its statute such as union, optional demonstration of the financial data and coordinator voting for every two years. The person called to the post should be attentive to the good possibilities for the group like being able to take teachers, technicians or economists to speak at the field day and being perceptive to any other improving activity. In this way, properties D, E and F revealed their relationship with the universities correlation to research extension programs or internship.

5. Final considerations

Based on the general objective of this study we sought to understand how knowledge exchange between generations occurs in rural properties of Dom Pedrito - RS.

The elements of the research evidenced that the knowledge sharing occurs mainly through speech, example and exchange of experiences. In other words, the transmission of tacit knowledge prevails from one generation to another in a conscious, automatic and collective way (SPENDER, 1996).

As for the specific objective of identifying the behavior of the generations it was perceived that the individuals of the first-generation fear a little bit technical innovation. Although they are not cons, they emphasize the importance of making decisions with calculated risks, so it won't compromise the financial healthy of the business.

As for the identification of the internal mechanisms, it was verified that the properties generally carry out their own tests and verify the explicit data of the property when it exists, although the knowledges learned are still transmitted by orality.

As for external factors, the demand for courses and lectures is constant regardless the level of academic education as well as the search for technical advisory services. For the construction and renewal of the technical and practical knowledge it was shown the demand for educational institutions. Also some properties of the livestock segment use the group X as an auxiliary tool for knowledge management.

The main limitations of this research were the accessibility to rural producers by the low coverage of the telephone signal, indefinite work schedule and disclosure of informations. Also, an exchange of interviewee (father-grandfather) in property C occures due to an unexpected situation where the owner had to leave to attend itself.

For future research it is suggested the test of new search mechanisms and expansion of the sample to the region or other places.

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[i] a characteristic beverage of the South America.