"Knowledge Sharing and its implications for Management"

JOINT TRAINING ACTIVITY

09th May 2024

08.00 – 9.30 AM CET – MS TEAMS

Akademia WSB

Dąbrowa Górnicza, Cieszyn, Olkusz, Żywiec, Kraków

WSB University

TECHNICAL UNIVERSITY OF LIBEREC

Lectured by:

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Dr. Tereza Michalova – TU LIBEREC

Dr. Francesco Cappellano – WSB UNIVERSITY

Introduction

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Get to know the workshop participants (3 mins to fill-in)

:Padlet

Tereza Michalová + 19 • 2 hodiny

Getting to know each other!

PRESENT YOURSELF Please use this Padlet wall to tell us something about YOURSELF, who you are, your hobbies and your field of study (+ you can also add 1 picture characterising you). To post anything to this wall, just double-click it or use a little (+) sign at the bottom. Please put your name as the title, otherwise your post will be anonymous.

What characterizes you? (First name, country, 1 hobby)

+

Anonym 2 hodiny

Justyna, Poland, languages and sport

△ Přidat komentář

Anonym 2 hodiny

Michaela, Czech Republic, Aerial acrobatics and guitar

△ Přidat komentář

Anonym 2 hodiny

Jakub, Czech Republic, sports

Field of study, year

+

Anonym 2 hodiny

International Business, Trade and Marketing, 3rd year

△ Přidat komentář

Anonym 2 hodiny

Health Management, 2nd year

△ Přidat komentář

Anonym 2 hodiny

International management, first year

△ Přidat komentář

Do you share knowledge with your classmates? x Do you think others openly share with you?

+

Anonym 2 hodiny

Yes, yes

△ Přidat komentář

Anonym 2 hodiny

Yes, yes

△ Přidat komentář

Anonym 2 hodiny

Yes, yes

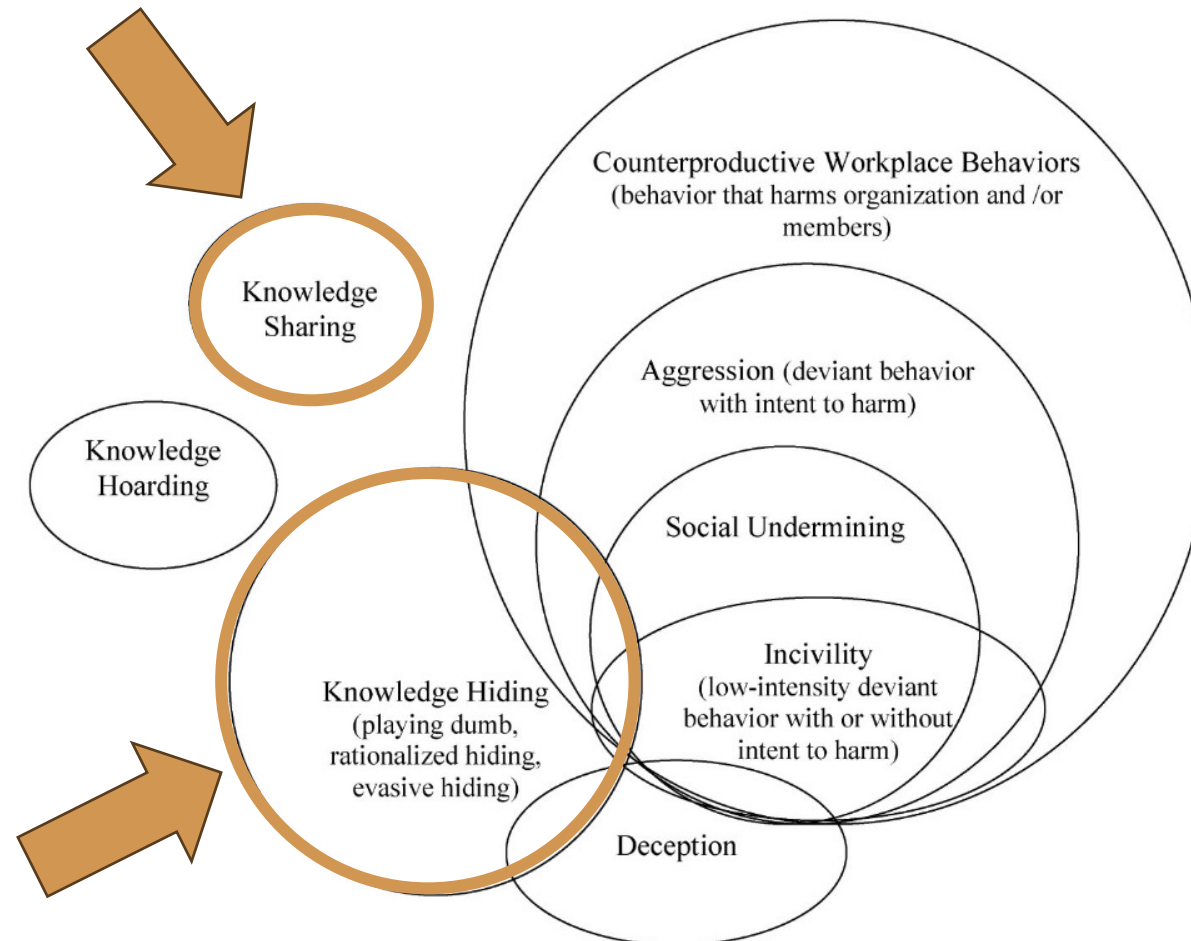△ Přidat komentář

„We know more than we can tell"

(Polanyi, 1983, p. 4)

Core topics of today`s workshop

Source: Connelly et al. (2012) based on Pearson et al. (2004)
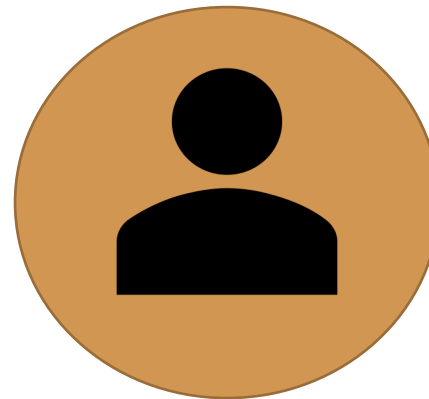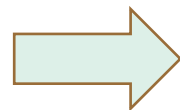
Knowledge sharing

- The individual with the necessary knowledge has the sole right and control over **when, how and to whom** it is shared.

- This decision is primarily motivated by the desire to maximise one's benefit (Garg et al. 2021).

- One potential challenge associated with knowledge sharing is the **accumulation of knowledge** by employees who refuse to share their knowledge with others (Postolache, 2020).

- **The barriers** associated with knowledge sharing play a significant role in the success of knowledge management in general.

- **Several theories** have been used to study knowledge-sharing behaviour. In the literature, authors often use social exchange theory (SET) and altruism to explain the individual's relationship to sharing.
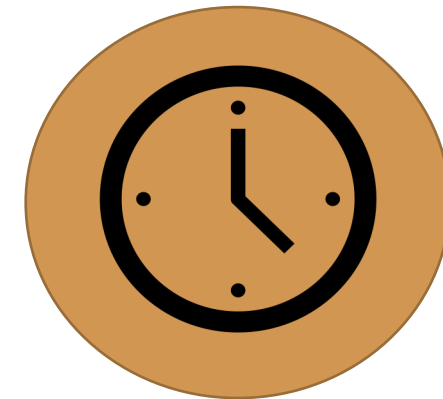
Knowledge sharing

- The process of knowledge sharing is defined as the **transfer of knowledge between individuals, groups, or organisation**s through various means of communication (Alavi & Leidner, 2001).

- Organisations need to foster a knowledge-sharing culture through interpersonal interactions, as **knowledge resides in individuals** (individual x collective knowledge).

- The knowledge will not remain in the organisation unless it has been **converted** into organization-wide knowledge so that others can access it (Antunes & Pinheiro, 2020; Ipe 2003; Argote and Miron-Spektor, 2011).

- Refers to all formal and informal ways to share knowledge.
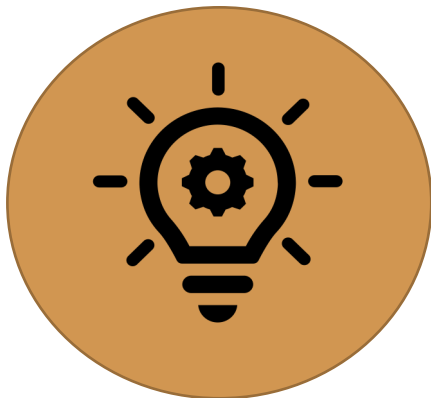
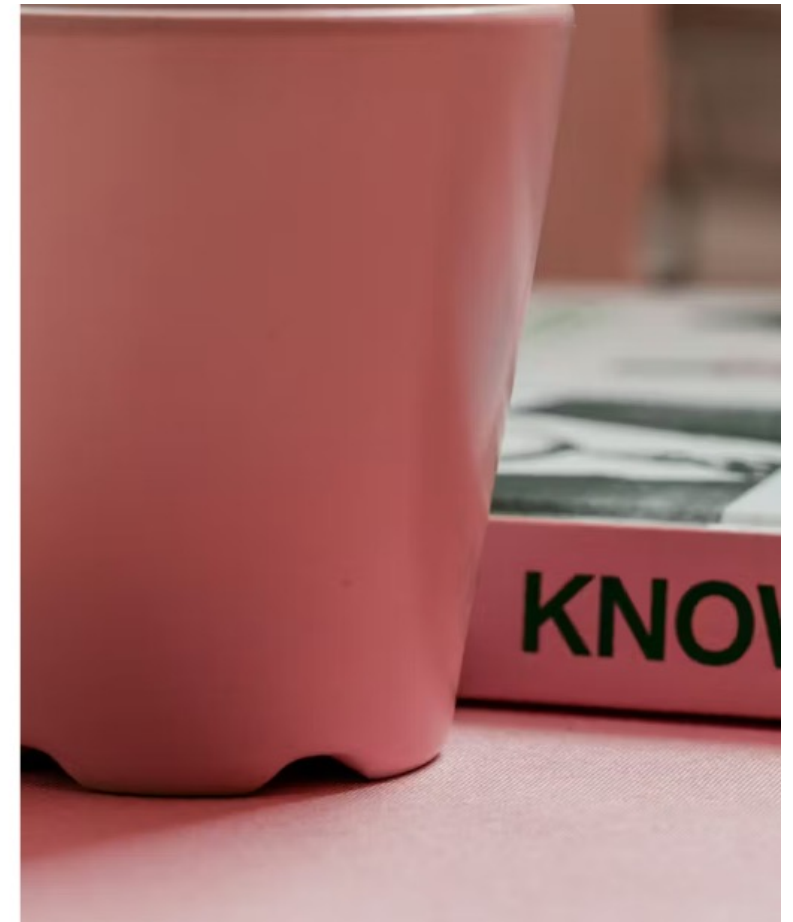**Right knowledge**　　　　**Right person**　　　　**Right time**

Mentimeter

What are in your opinion **knowledge sharing benefits for the organisations?**

What are in your opinion knowledge sharing benefits for the organisations?

30 responses

development of culture
synergy among employees
improving decision making
collaboration
security
better cooperation
learning culture
good atmosphere
improve decision making
awareness
improved problem solving
competitive advantage
time saving
motivation of employees
higher productivity
corporation
innovation
development
better communication
better decision making
up-to-date
increased productivity
equal knowledge level
raising capasity
brings more opportunities
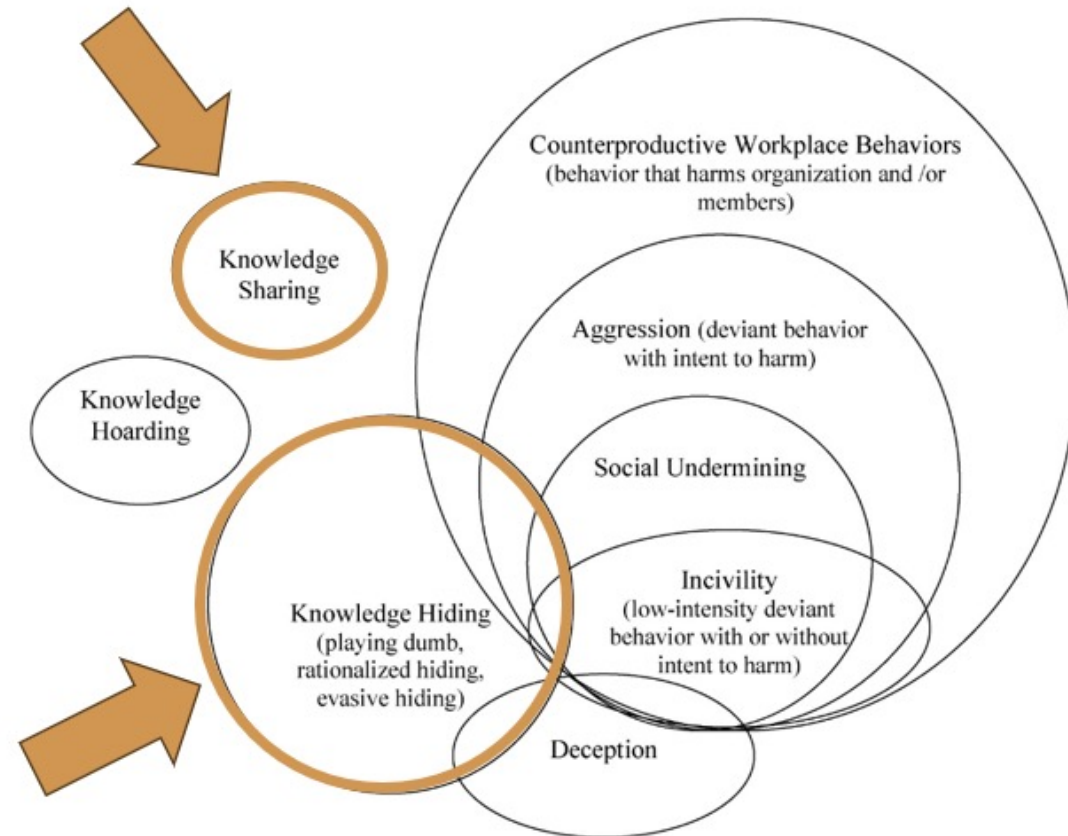saving cost for training
fostering innovation
knowledge from outside
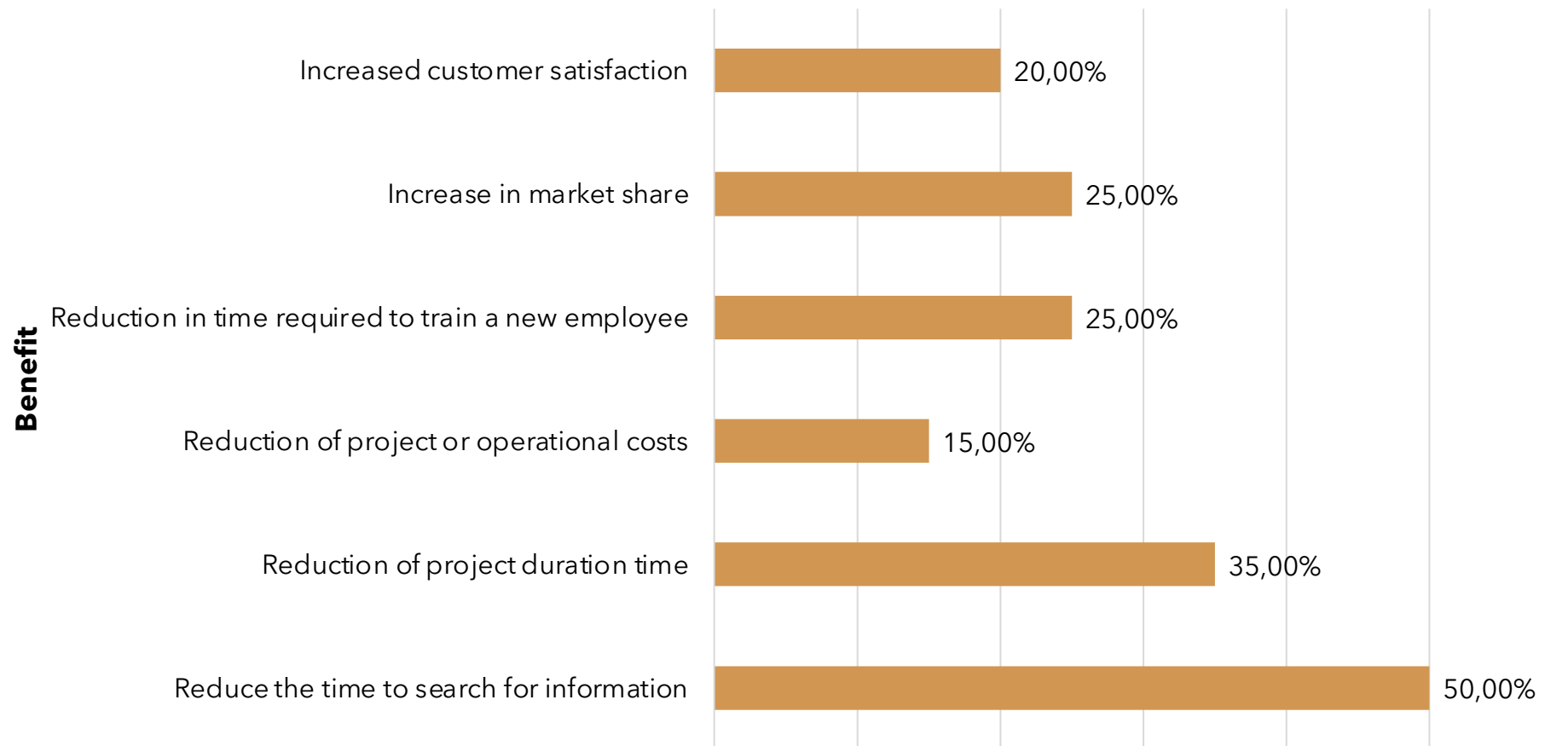
Core topics of today`s workshop
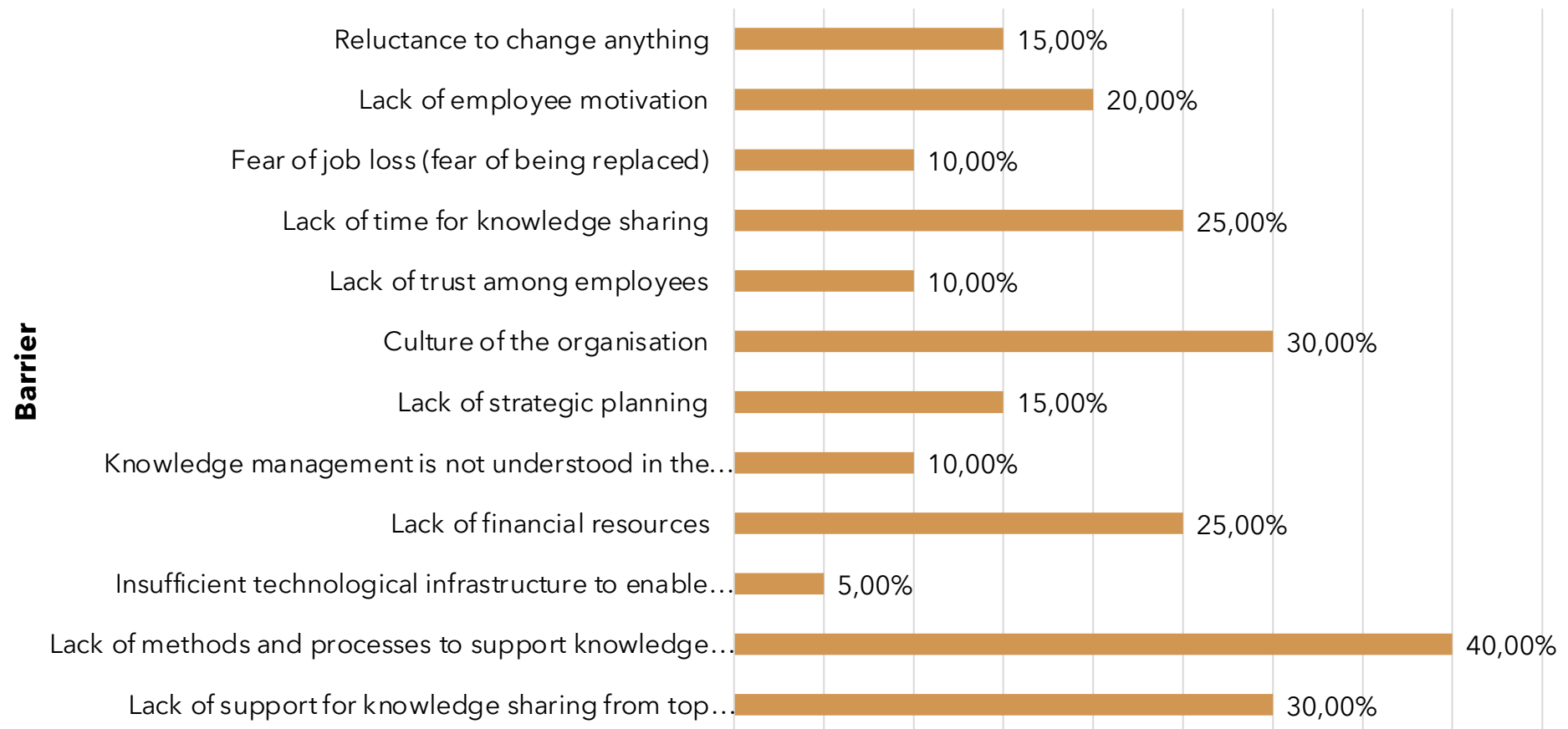

Source: Spiceworks.com

Benefits of knowledge management in Czech companies

What obvious BENEFITS have you seen so far in the area of knowledge management?

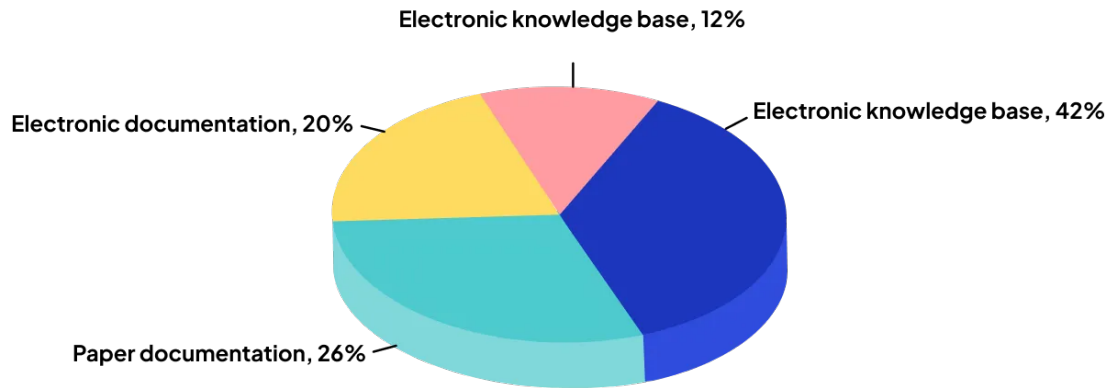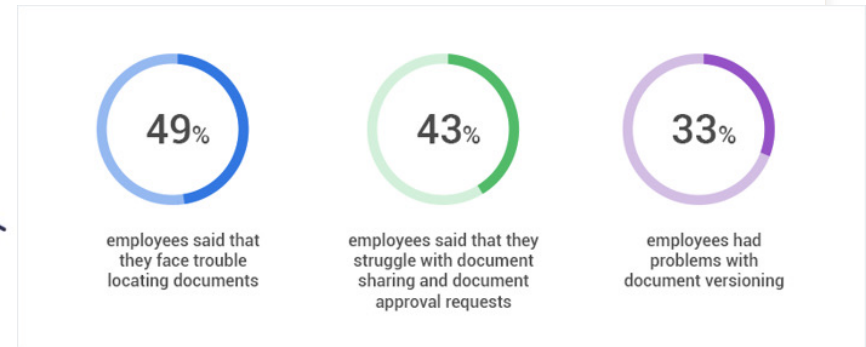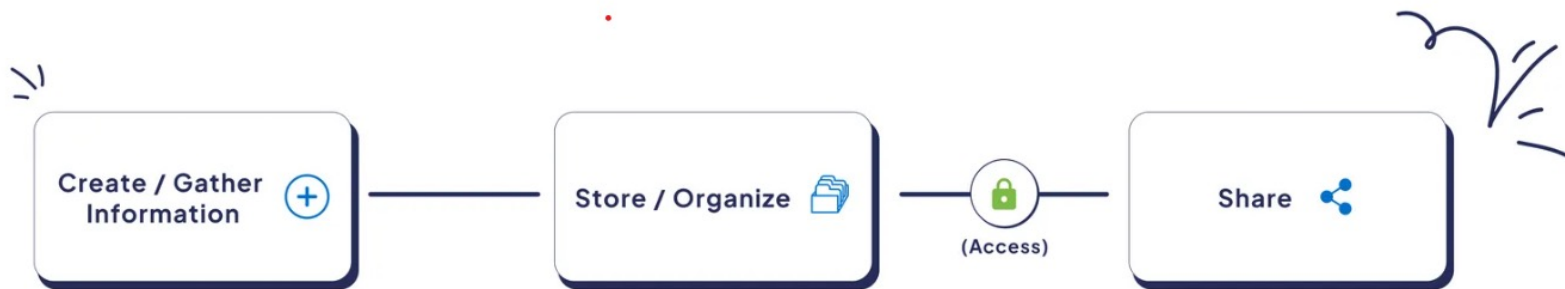Source: own elaboration, survey 2023

Barriers of knowledge-sharing in Czech Companies

Are there any BARRIERS in your company that prevent successful knowledge sharing in your organization?

Source: own elaboration, 2024

Knowledge management systems

Elements of Knowledge Management Systems

Create / Gather Information → Store / Organize → (Access) → Share

49% employees said that they face trouble locating documents

43% employees said that they struggle with document sharing and document approval requests

33% employees had problems with document versioning

Electronic knowledge base, 12%
Electronic knowledge base, 42%
Electronic documentation, 20%
Paper documentation, 26%

Source: The Delphi Group, Inc., (2000)

Knowledge Management Software Process

Create & Import Information
Sort & Optimize Information
Publish, Distribute & Store Information
Discover & Retrieve Information
Knowledge Applied by the Users
Users Subscribe for Updates
Feedback Captured
Knowledge Base Updating
Involve Users for Assistance

https://www.goodfirms.co/knowledge-management-software/blog/free-open-source-knowledge-management-software
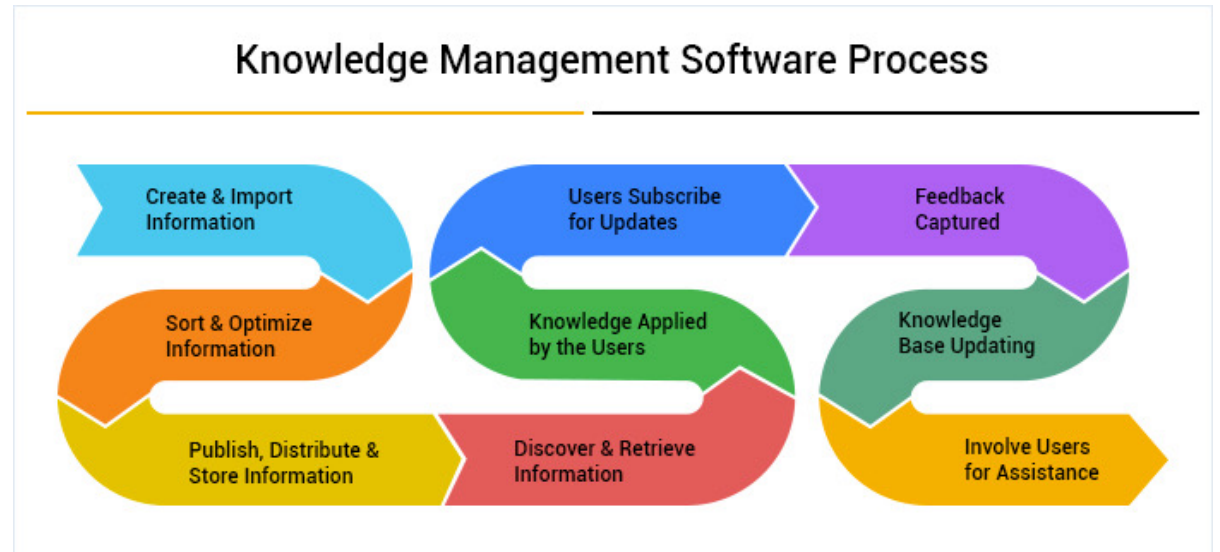
Levels of knowledge sharing

Selected theories of knowledge sharing

SET

Views individual behavior as **rational, driven by the expectation of receiving** valuable returns or reciprocating for past benefits

Individuals engage in social interactions aiming to **maximize rewards** such as recognition, status, and respect.

Social exchange theory posits that **mutual exchange occurs** in trusting relationships.

People behave in a manner that maximizes their utility and minimizes their costs within social exchanges, **seeking to optimize their outcomes.**

Willingness to transfer knowledge or engage in social interactions is high when individuals anticipate **mutual benefits** for both themselves and the organization or community.

Altruism

Altruistic individuals are inclined to **share knowledge willingly**, positively influencing both the quantity and quality of knowledge shared.

Altruistic behavior may stem from **genuine concern for others' well-being or self-interest**, such as seeking social reputation, companionship, future benefits, or compensation.

Altruism significantly contributes to members' willingness to continue sharing knowledge, **fostering collaborative processes and reducing conflicts.**

Altruistic leaders put the well-being of their subordinates before **their own** and show selfless concern for their well-being.

Employee altruism can be defined as **intentional, voluntary behaviour aimed at improving another employee's** status, skills or knowled**e** without reciprocal expectation or personal gain.

Knowledge sharing/creation: SECI model

Source: Nonaka & Takeuchi (1995)
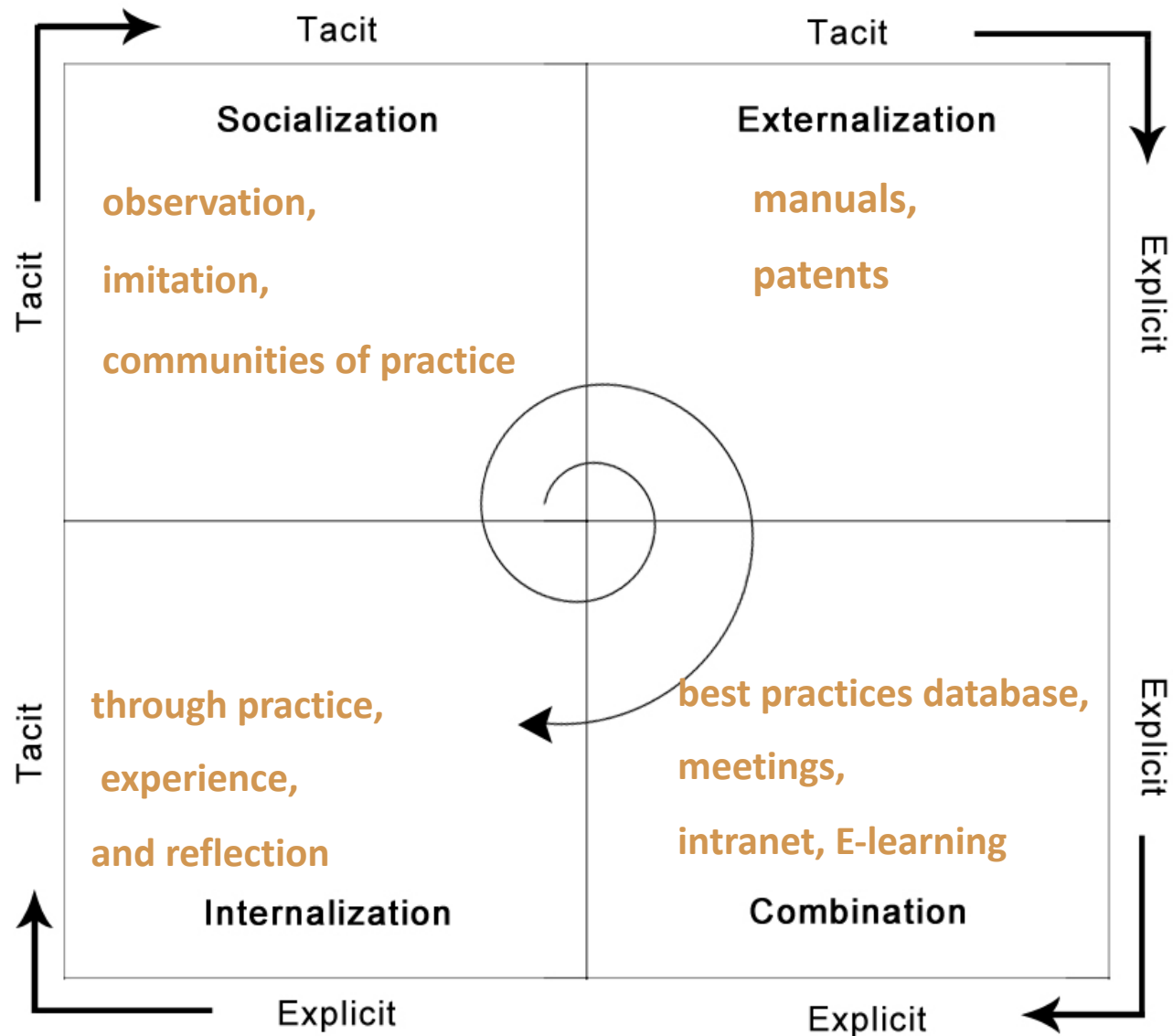
Knowledge sharing/creation: Example of Healthcare

Socialization:
Nurses from different wards in a hospital may come together for a meeting.

Externalization:
A doctor may write a research paper on a new treatment method.

Internalization:
A nurse who attended a training session on pain management may apply the new knowledge to their daily practice.

Combination:
A group of doctors may come together to develop a new treatment plan for a rare diseas.

Mentimeter

What tools/techniques do you use **to share** your knowledge with others?

Which tools/techniques do you use to share your knowledge with others?

15 responses

Google Docs

Sharing my notes

Most of time social media

Personal conversation, presentation, imitation, social media - sending links...

Shared documents, online meetings

Ms teams

Meetings, communication, google drive

Google docs

WhatsAppMessenger Face to face talk

Through presentation during classes

Google Drive, Note taking & sharing, Study sessions, etc.

Verbal communication
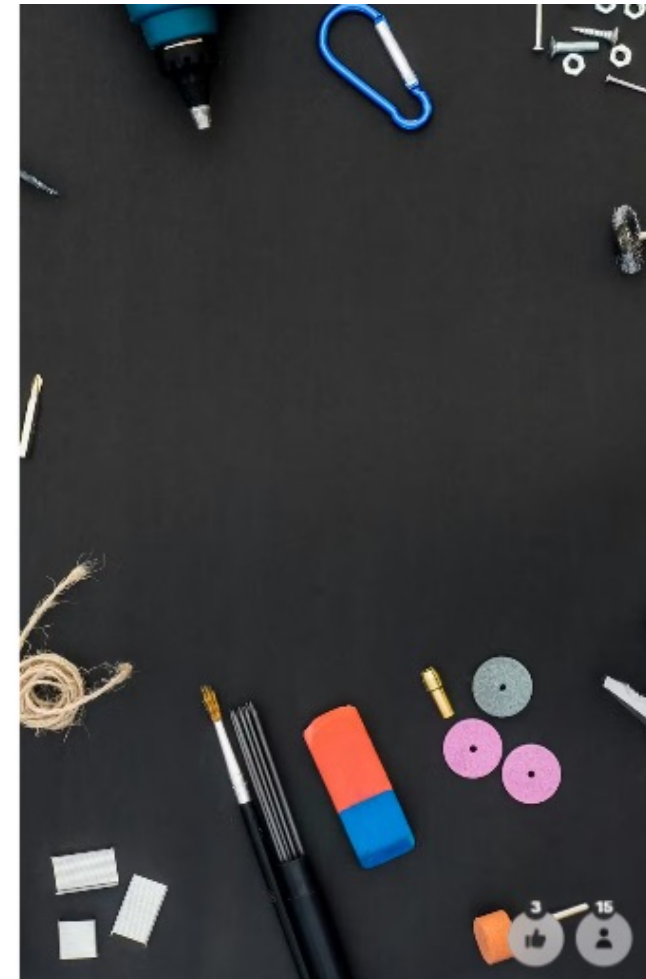
Knowledge- sharing tools and techniques

Table 1. Overview of Knowledge Conversion Tools and Methods (Source: own processing)

SECI Model Modes			
Socialisation Mode	**Externalisation Mode**	**Combination Mode**	**Internalisation Mode**
Walking around the workplace	Concepts	Database of best practices	Simulation
Direct interaction	Images	Intranet	Learning by doing
Observation	Written documents	Prototypes	Encouraging workers to use explicit knowledge in organisational measures
Listening	Seminars, informing individuals of informational and documentation methods	Computer communication networks	Designing an available bank of explicit knowledge for measures and decision-making of workers in the organisation
Guidance (mentor x apprentice)	Handbooks	Statistical banks	Lectures
Practice	Codified documents	Scientific works	Training programmes
Imitation	Dialogues	Meetings	Reading documents or handbooks
Brainstorming	Discussion platforms	Organising conferences	Trials and errors
Brainwriting	Interviews with experts	Systematisation of terms in the knowledge system	Mentoring
Personal contact	E-mail	Integration of concepts in the knowledge system	The organisation organises meetings where they explain the content of related messages or documents
Group work	White pages	Overview report, trend analysis, brief summary or new database for organising content	The organisation organises meetings where they explain reports issued by customers, suppliers, competitors, partners or government

(The leftmost vertical header reads: Knowledge Conversion Tools and Methods)

Providing employees with opportunities to study	Minutes from meetings	Web fora	The organisation supports its employees in post-graduate studies
Participation in formal and informal communities	Documentation of seminars, workshops, conferences and training programmes	Groupware	The organisation provides access to the results or recommends educational programmes, workshops and seminars
Follow-up evaluation after participation in an event	Documentation of useful experience of qualified employees of the company	E-learning	
Sharing best practices	Newsletters	Classification of information in databases, networks and reports	
Knowledge communities	Websites	Database updates	
Employee rotations	Patents	The organisation collects, sorts and informs its employees of reports and decisions issued by external authorities	
Joint projects	Metaphors	Virtual communities	
Workshops	Team confrontations	Information storage	
Seminars		Electronic cooperation systems	
Informal meetings outside the workplace		Net-meeting	
Training in human resources		Podcast	
		Video-conference	
		Wiki	

Source: Kašparová & Michalová (2023)
https://ojs.hh.se/index.php/JISIB/issue/view/43

Knowledge-sharing tools in Czech companies

What TOOLS/METHODS are used in your organization to share knowledge among employees?
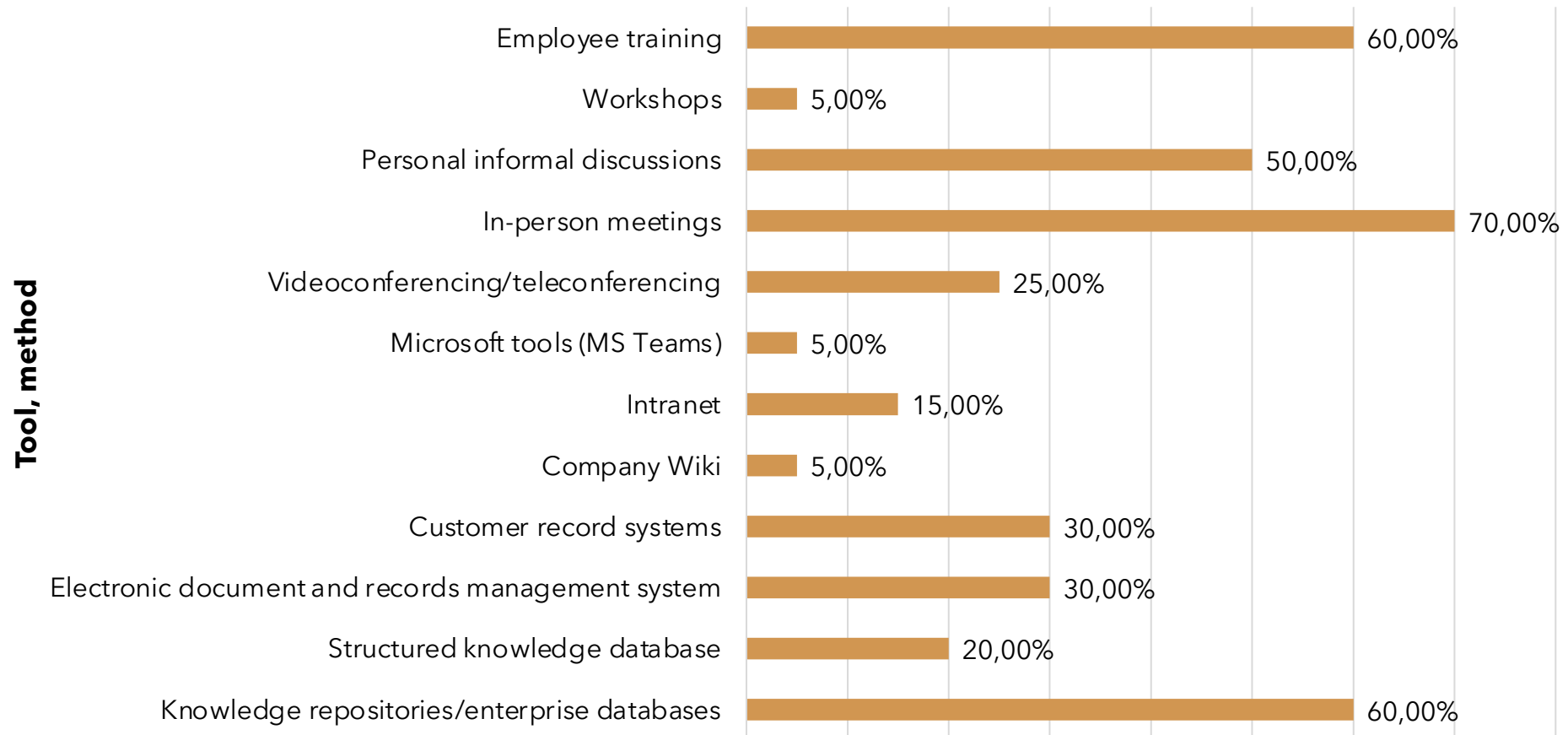
Source: own elaboration

Why do employees share?

Intristic vs. excentric benefits

- Reciprocity

Altruism

- Beloningness

Knowledge sharing x knowledge hiding

- According to Connelly et al. (2012, p. 65), **knowledge hiding** is defined as: *'a deliberate attempt by an individual to conceal or hide knowledge that has been solicited by another person'.*

- Connelly et al. (2012) further distinguish between the following **three subtypes of employee knowledge-hiding** behaviour:
  - evasive hiding,
  - playing dumb,
  - rationalised hiding.

- These behaviours can disrupt collaboration, internal knowledge flow, and the development of new ideas in the organisation, ultimately harming organisational performance (Peng 2013; Abdillah et al. 2022).

- However, knowledge hiding is **different from the lack of knowledge sharing** (Connelly et al. 2012; Cerne et al. 2014; Huo et al. 2016; Fong et al. 2018), the reason being that **knowledge hiding is intentional**, especially when one party has made a demand for knowledge, whereas this is not the case for both knowledge sharing and knowledge hoarding (Connelly et al. 2012; Arain et al. 2020).

Mentimeter

Could you name any **barriers preventing** individuals **from knowledge sharing**?

Knowledge sharing barriers

PERSONAL	ORGANIZATIONAL	TECHNOLOGICAL
• **Lack of trust** among employees • Fear of job loss (fear of being replaced) • Lack of employee **motivation** to share knowledge • …	• **Lack of support from TOP management** • Lack of methods and processes to support knowledge sharing • **Organisational culture** • …	• Insufficient **technological infrastructure** • Lack of IT systems and tools and their compatibility • …

Source: Riege (2005)

Knowledge-sharing challenges

Solutions

Mentors don't have enough time

Plan knowledge sharing sessions and use effective tools.

Lack of motivation

Appreciate and reward knowledge sharing practices.

Remote work environment

Use tools for collaboration and knowledge-sharing.

Unsupportive organizational culture

Build a culture of trust and cooperation. Use effective knowledge management practices.

Communication and cultural barriers

Make knowledge-sharing a part of team culture. Use tools for effective communication.

Ways of knowledge hiding

Ways of Knowledge Hiding

Playing Dumb

Pretending not to know the answer nor have the information that is requested

Rationalized Hiding

Justifying withholding information by saying that you are not allowed to share it by blaming a third party

Being Evasive

Intentionally providing incorrect information or falsely promises to provide the information later

Would you think of any factors which may lead to knowledge hiding of an individual?

- Please write them in the chat.

Factors affecting knowledge hiding

- The analysis of empirical research on knowledge hiding helped to identify possible factors that may influence individuals' behaviour.

- According to our knowledge, **more than 130 factors** affect an individual's knowledge-hiding behaviour.

- To develop our research model, selected factors were researched and further defined. **These factors are as follows:**

- trust, altruistic leadership
- interpersonal conflict
- task conflict
- specific goal achievement
- workplace friendship

- team learning
- knowledge culture
- rationalised hiding
- playing dumb
- evasive hiding
- and team performance

Factors affecting knowledge hiding

Key term	Author and year of study	Definition
Trust	Nonaka (1994); Hassandoust et al. (2011)	Interpersonal **trust is essential for building an atmosphere** of knowledge sharing in teams and organizations. The high **level of uncertainty** that exists in modern global virtual teams is **reduced** when trust between team members plays a key role.
Interpersonal conflict	Jehn (1995, p. 258)	Relationship conflict occurs when there is interpersonal discord, which **usually involves tension, hostility, and unpleasantness** among group members.
Task conflict	Jehn (1995, p. 258)	Task conflict occurs when group members disagree about the **content of the tasks being performed, including differences in perspectives, ideas, and opinions**.
Specific goal achievement	Locke and Latham (1991)	Goal achievement refers to successfully **attaining specific objectives or targets within a defined timeframe**. It involves setting clear and measurable goals, developing strategies to accomplish them, and taking actions to reach desired outcomes.
Altruistic leaderhsip	Abdillah et al. (2022); Barbuto and Wheeler (2006)	Altruistic leaders **prioritize their subordinates' well-being over their own** and show selfless concern for their well-being.
Workplace friendship	Methot et al. (2016); Xing (2022)	Friendship is understood as a human bond that requires a personal perspective and **interactions based on personal interest to satisfy the personal demands** of both self and partners. Workplace friendships have been found to increase worker interpersonal energy, leading to **higher interpersonal engagement.**
Team learning	Zhang a Min (2019); Edmondson et al. (2007)	Team learning is the result of **collaboration and communication** that increases team members' shared **understanding of their task**, resources, team, and context.
Knowledge culture	Serenko a Bontis (2016); He et al. (2021)	A strong organizational knowledge culture promotes desirable knowledge behaviors. **Knowledge sharing culture** is closely related to the **extent to which organizational members can accept** and adopt **knowledge hiding behavior**s.
Team performance	El Baroudi et al. (2023)	Team performance can be defined as a process-oriented type of performance in which team members make **a collective joint effort to achieve all objective performance goals.**
Knowledge hiding	Connellyho et al. (2012, p. 65)	"A deliberate attempt by an individual to conceal or hide knowledge that has been requested by another person"

Research model: Knowledge hiding
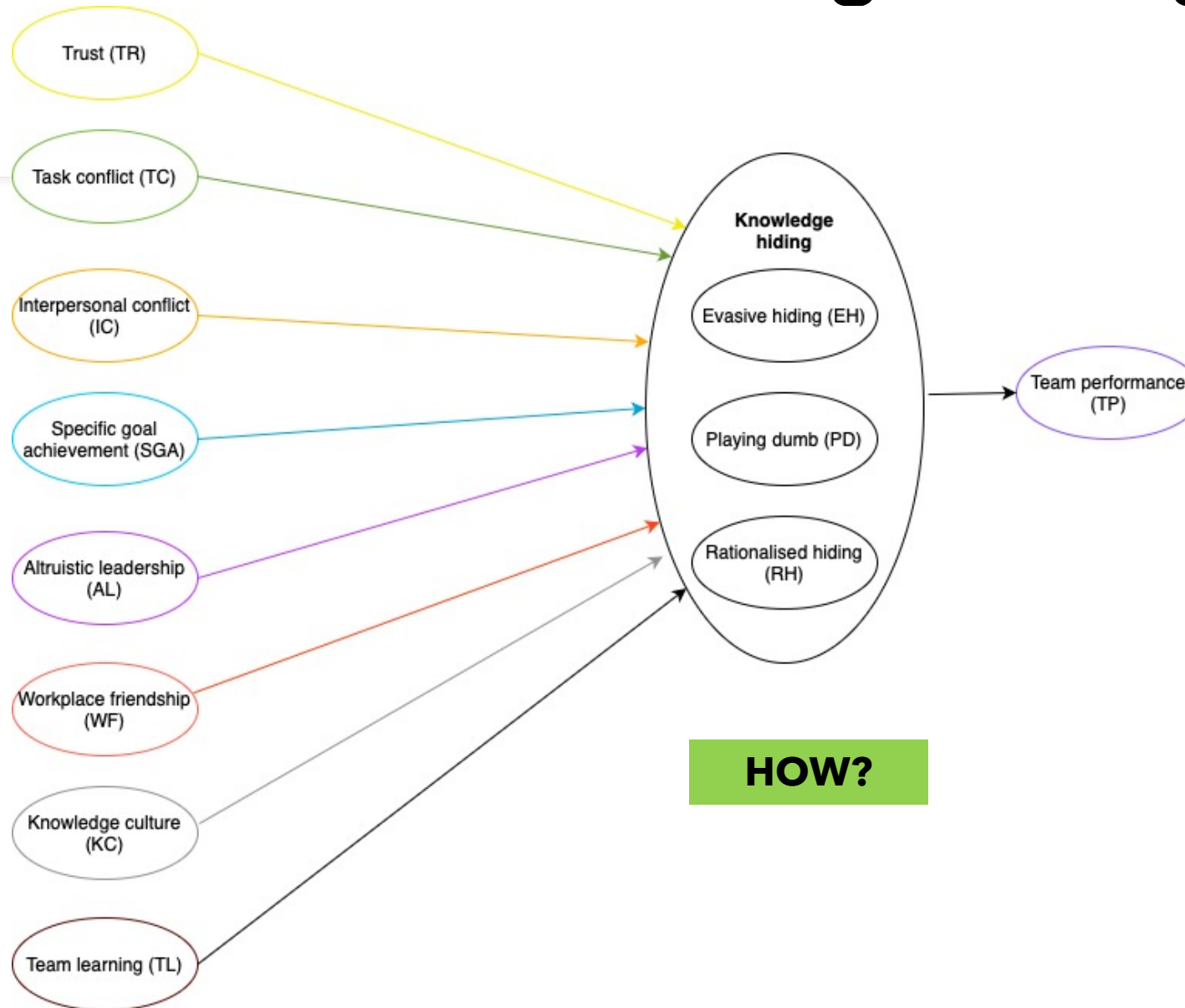
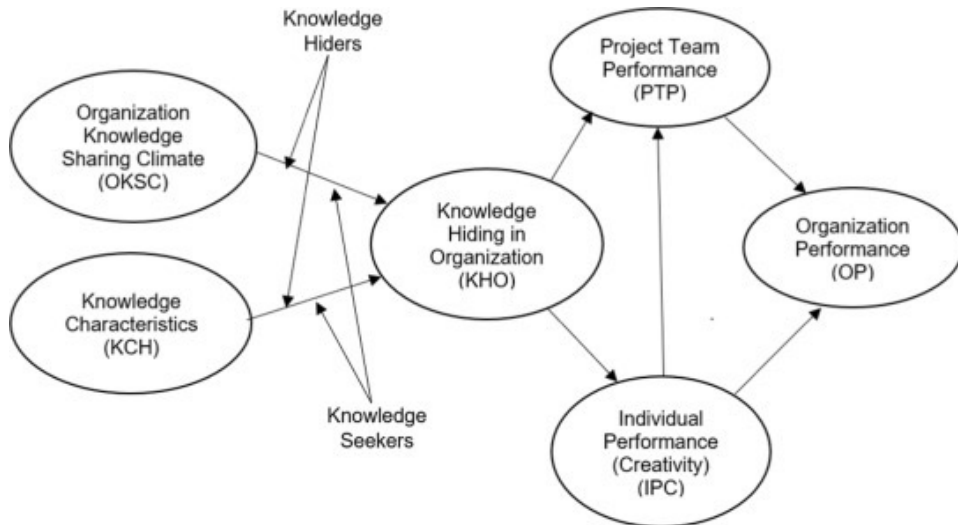# Mentimeter

- What would you recommend organisations/universities to prevent knowledge hiding? Please write in chat.

Management implications

Source: Sheshadri Chatterjee et. al.,

- **Balance between individual and group-focused feedback.**

- Use **individual-focused feedback** if you aim to improve individual performance especially - increase competitive interpersonal behavior.

- **Do not overemphasize individual performance feedback** if you want to encourage knowledge sharing and reduce knowledge hiding in groups.

- Group feedback, group rewards, and develop a group vision and mission.

- **Enhance employees' orientation towards learning and developing** - promoting a climate for learning.

- **Facilitate the creation of a trustful climate among colleagues**, as distrust is one of the causes of hiding behaviors.

(Connelly et al., 2012).

Recommendations to limit knowledge hiding

1. Reducing „chain of command"

2. Developing/Supporting informal interaction

3. Performance appraisal

4. Open space work environment

5. Boosting optimistic perception: altruistic leadership, incentives policy

Case study – knowledge sharing support

Alpha Corporation is a multinational company operating in various sectors, including technology, finance, and automation. Despite having a diverse workforce and access to advanced knowledge management systems, the company **faces challenges in promoting knowledge sharing among its employees**. **Many employees are hesitant to share** their expertise and insights, leading to inefficiencies, missed opportunities for innovation, and duplication of efforts.

Key Challenges:

- **Lack of Trust:** Employees perceive knowledge sharing as risky due to concerns about confidentiality, competition, or fear of judgment from colleagues or superiors.

- **Company culture:** Different departments and teams operate in silos, limiting cross-functional collaboration and knowledge exchange.

- **Technology barriers**: The existing knowledge management system is outdated and unuser-friendly, discouraging employees from contributing to or accessing knowledge resources.

- **Benefits:** The company lacks effective mechanisms to recognise and reward employees for sharing knowledge, leading to low motivation and engagement in knowledge-sharing activities.

**What would you recommend to this company to solve these issues?**

Groupwork in breakout rooms (15 min)

- **Assignment:**
  - Finding a solution to the given challenge.
  - Propose tools/methods/recommendations to improve the situation.

- **Platform:** Breakout room in MS Teams + Jamboard

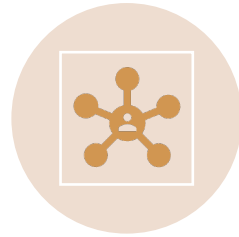- **Time limit: 7** minutes preparation + 5 minutes presentation of each team

Key takeaways

KNOWLEDGE MANAGEMENT IS IMPORTANT, ESPECIALLY THE **PROCESS OF KNOWLEDGE SHARING**.
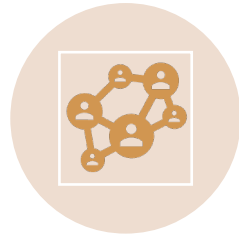
LEVELS OF KNOWLEDGE SHARING.

BENEFITS AND BARRIERS OF KNOWLEDGE SHARING.

FACTORS AFFECTING KNOWLEDGE HIDING.

POSSIBLE STRATEGIES TO LIMIT KNOWLEDGE HIDING.

"Knowledge Sharing and its implications for Management"

JOINT TRAINING ACTIVITY
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Thank you for your attention.