

Summary

Field	Strengths	Suggested proposals
The current level of knowledge sharing and its effect on performance	The current level of knowledge sharing contributes to the organizational innovativeness	- Higher level of employee engagement could also be reflected in a higher level of knowledge sharing. - Increasing the level of knowledge sharing could be positively reflected in the organizational innovativeness. - For support of knowledge sharing it seems appropriate to focus on the greater involvement of employees into the decision-making process in the company and inform employees more about strategic issues of the company. - More emphasis would be appropriate for documenting the knowledge and for the support of further development of employees.
Tools of sharing	- Tools that employees use to the acquisition of information and sharing of information are perceived as useful. - Employees probably know how to use e-mail, internet and intranet. - Employees work also with official internal directives and procedures.	For support of knowledge sharing in the organization can be offered to use more tools for knowledge sharing, e.g. to offer tools for support of team work (groupware), use consultations and meetings more often.
Quality of management	Managerial skills of managers are perceived positively.	The top managers must present visibly their support to knowledge sharing (with their own personal example, own behaviour as well).
Organizational culture	Employees trust that their colleagues help them if needed	- To provide feedback to employees more often and in better quality. - To pay higher attention and more space to employees' opinions. - To continue in supporting of harmonic interpersonal relationships at workplace. - To offer users' friendly tools for team work.
Characteristics of employees	- Employees evaluate themselves as being competent and team workers. - Employees have positive relation to their work. Employees feel safe in the organization.	- To give the employees a higher level of autonomy at work. - To support inner motivation of employees.
Human resources management	- The organization knows who are its key employees and is trying to keep them. - The reasons why employees leave the company are reconnoitred.	- To give the employees more autonomy. - To focus on informal internal development. - To care about interpersonal relations in the company. - To rethink performance management - to add also criteria related to knowledge sharing, to educate and train managers in giving feedback.

1 Actual level of knowledge sharing in the organization

Knowledge sharing in organizations is done through two basic ways, 1) through documentation of knowledge (write down the knowledge into the form of document and its eventual storage in the company's knowledge database and further work with this knowledge database), 2) through formal and informal interaction between employees, such as face to face, via email, chat, phone calls, letters.

TAB. 1

Items	The mean from the answers	Standard deviation
<i>Items related to the documentation of knowledge in the organization</i>	2,66	0,38
<i>Index of knowledge documentation in the organization</i>	52,63 %	9 %
<i>Items related to interaction between employees</i>	2,96	0,64
<i>Interaction index</i>	57,46 %	9 %
<i>All items related to knowledge sharing</i>	2,9	0,61
<i>Index of total knowledge sharing in the organization</i>	56,57 %	9 %

Note: the scale 1 (strongly disagree) up to 5 (strongly agree)

The average level of agreement with individual analysed items was 2.9. It indicates quite a neutral attitude.

Results of the organization were also compared to the results of other organizations. From all analysed items, the following items were evaluated in the organization with statistically significant difference than other items in this field:

- a) A typical employee of our company is involved in the documentation of important knowledge, for example writes down the lessons from the projects, writes down the knowledge about customers. (mean 1.97)
- b) Employees are informed about the fluctuation, revenues, economic and strategic issues of the company. (mean 2.08)
- c) A typical employee of our company expresses his/her thoughts and ideas. (mean 2.61)
- d) A typical employee of our company often participates in seminars and workshops to share knowledge and learn from others. (mean 1.91)
- e) When making decisions, for example about company's investments, it is worked with the proposals of employees. (mean 1.81)
- f) Employees use tools of teamwork, e.g. discussion forums, shared offices, "wiki" tools. (mean 2.33)
- g) Each team meets regularly, solves problems, and explores the possibilities and opportunities in their area. (mean 2.51)

On the contrary, it is recommended to keep and strengthen more the perceived evaluation of these items:

- a) Whenever a typical employee of our company's has an important information related to work, he/she tries to pass it on to those who might be interested. (mean 3.92)
- b) A typical employee of our company helps others to acquire the knowledge and skills they need for their work. (mean 3.95)
- c) If the typical employee of our company is being asked for advice in the field that he/she knows, he/she is trying to help. (mean 4.30)
- d) A typical employee of our company shares stories about the success and practices that have evinced. (mean 3.62)
- e) A typical employee of a company communicates his/her past work-related mistakes and faults, as well as the procedures that had not worked, to help others avoid them. (mean 3.51)

The questionnaire asked also about perceived benefits of current level of knowledge sharing in the organization to the organization's efficiency.

TAB. 2 Subjectively perceived benefits of current level of knowledge sharing

Particular item		Mean (min. 1, max. 5)	Standard deviation
<i>The impact of the key employee's leaving on the company with regard to the current level of knowledge sharing in the organization</i>		4,13	0,78
<i>Perceived benefits of current knowledge sharing level</i>	To the time saving	2,22	0,63
	To higher quality of work	2,56	0,83
	To creating the feeling at external subjects that the organization is competent	3	0,67
	To lower costs	2,44	0,83
	To higher productivity	2,44	0,68
	To higher satisfaction of employees	2,33	0,47
	To higher satisfaction of internal and external customers	2,78	0,92
	BENEFIT INDEX	50,79 %	12 %

Note: the scale 1 (very low) up to 5 (very high)

Conclusion: Strengthening knowledge sharing in the organization could help the organization to be more competitive. For supporting the knowledge sharing, it seems to be appropriate to focus on higher involvement of employees in the organisational decision-making processes in the company, and on informing the employees about strategic issues of the company more. More emphasis would be beneficial on the documentation of knowledge, as well as on supporting further development of the employees.