

DIRECTIONS FOR IMPROVEMENT OF KNOWLEDGE TRANSFER PROCESSES IN MUNICIPAL ORGANIZATIONS

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Purpose: In available studies on the transfer of knowledge in the organization there is no practical verification of the development of knowledge transfer processes in municipal organizations, and therefore it was decided to undertake empirical research in this field. As a result, the basic objectives of the empirical part of this study are to indicate the conditions of knowledge transfer in municipal enterprises as well as to identify directions (strategies) of knowledge transfer development, which are recommended for use in municipal enterprises. The goals were achieved in 2025 by in-depth interviews, which were an extension of the research initiated in 2017.

Design/methodology/approach: The initial goal of the study is to synthesize the literature output dedicated to the transfer of knowledge as a sub-process of knowledge management. Using the literature on the subject, the method of critical analysis was used, focusing on conducting a thorough scientific discussion aimed at identifying the determinants of the optimal organizational and social knowledge environment, and applying knowledge strategies contributing to the evolution/changes of the organizational culture towards the promotion and development of knowledge transfer processes.

Findings: These objectives were accomplished through surveys extended to include in-depth interviews at Municipal Water and Sewage Company – Krakow Waterworks. It was found that in this organization there are suitable conditions for the development of knowledge transfer, and it was recommended to focus on acquiring knowledge from outside of the enterprise, especially through the implementation of the strategy of creation through cooperation and the strategy of absorption as well as sharing knowledge as a consequence of the implementation of the strategy of internal expansion and the strategy of internal creation.

Originality/value: This article is intended to inspire the implementation of practices enabling the development of knowledge transfer processes in municipal organizations.

Keywords: knowledge transfer, knowledge sharing, municipal organizations, determinants of the flow of knowledge.

Category of the paper: Research paper.

1. Introduction

With the emergence of the knowledge economy, its basic distinguishing features are globality, networking and concentration on such sources of competitive advantage as: rarity, difficulty of imitating and non-substitution. These features are attributed to the intangible resources of the organization, among which knowledge plays the main role, holding the attribute of domination. The current generation refers to the idea of knowledge redundancy in terms of generating knowledge for the future. Accordingly, efforts should be made towards the democratization of knowledge, paying attention to the distribution of knowledge, which enables evolutionary development. It is based on the creation of common contexts, and interdependence, context, content and level of abstraction are the key to knowledge transfer as the most important process involving it.

The rules of the new economy began to be defined as the knowledge-based economy, and the implementation of the concept of knowledge management in organizational practice became the main challenge for modern enterprises. It was clearly and unequivocally emphasized that access to information and knowledge determines today the success of a company operating in the knowledge society (Skrzypek, 2013, p. 1; Nowak, 2024, p. 143).

Consequently, it is assumed that the concept of knowledge management has several phases of development. The present stage takes into account the "knowledge for the future" and there is a valid conviction of the need for the democratization of knowledge. Attention is drawn to the distribution of knowledge enabling its evolutionary development based on creating common contexts. In turn, interdependence, context, content and level of abstraction are treated as necessary conditions for the transfer of knowledge (Fic, 2012, pp. 371-383). Within the exploration of the concept of knowledge management, one can observe a clear trend to see knowledge as a relationship rather than a resource. Thus, there appears the need to refocus from the resource approach to the relational approach as a reference theory.

2. Background of knowledge transfer

In management sciences, considerations regarding knowledge management are most often carried out in the light of the management approach. Initially, the discourse was of a theoretical nature, and as the concept developed, these theses were presented in greater depth and were subjected to empirical verification. In addition, the issues raised began to be analyzed in more and more detail. One began to consider specific problems concerning in particular the formulation and implementation of knowledge strategy and knowledge management, implementation of operational functions of knowledge management (including knowledge

transfer) or building knowledge management systems. A part of the studies is dedicated to the management of knowledge workers, professionals or specialists, with particular emphasis on building the optimal zone of their comfort and analyzing and diagnosing their preferences. Some other researchers focus on issues related to the organizational culture that supports the effectiveness of knowledge management (e.g. culture of knowledge, trust or quality culture). The latest increasingly strong trend within the exploration of the concept of knowledge management requires knowledge to be seen as a relationship rather than a resource. Thus it points to the need to refocus from the resource approach to the relational approach as a reference theory. Opponents of the resource approach prove that knowledge is only the result of thinking processes, initiated and modeled through activities requiring interpersonal contacts. Interpersonal relationships are therefore not only a carrier of knowledge, but above all contribute to its creation because knowledge, especially tacit, reveals itself and arises in action, intense contacts, free and informal discussions. The essence of the creation of contemporary creative solutions, which are now the basis of competition, is therefore personal, unique knowledge of key employees and the organization's abilities to combine this knowledge with new, qualitatively different, more advanced intellectually resources. Therefore, the interpersonal relations of intellectual employees constitute the basis for success (Morawski, 2017, pp. 26-29). Hence, it can be presumed that a new paradigm emerges as a result of the evolution of views in the area of knowledge management. According to its assumptions, knowledge is a social process and not a resource, the dominant strategy should be personalization and concentration on tacit knowledge, and the subject of in-depth scientific discourse - above all - creating and sharing knowledge with the participation of employees as well as the social environment of processes involving knowledge. In the initial explorations focusing on the transfer of knowledge, the epistemological tendency seemed to dominate. Then with time, one began to undertake practical explorations of the problems under consideration, applying them accordingly to the relevant economies (Dziadkiewicz, Nieżurawska-Zajac, Duarte, Dryl, Dryl, Nieżurawski, Sofia, Pereira, Santos, Ferreira Lopes, 2017, pp. 49-61), regions (Sagan, Zalewa, Gorganiuk, Jóźwik, 2011, pp. 85-98), sectors (Kania, Drygas, Kutkowska, Kalinowski, 2010, pp. 22-28; Dee, Leisyte, 2017, pp. 355-365), types of enterprises (Ratajczak, 2006, pp. 113-120) or even organizational units in specific enterprises (Midor, Zasadzień, Szczęśniak, 2015, pp. 135-144). In available studies dedicated to the transfer of knowledge, one did not meet with the practical verification of the fundamental problems of knowledge transfer on the example of municipal organizations. It was decided to concentrate on this process with the participation of knowledge in the context of the functioning of these companies. The more so that the issue of the transfer of knowledge in the municipal sector corresponds with each of the stages of the development of knowledge management concept.

Within the current generation, this in particular refers to the knowledge transfer among agents of this process, i.e. municipal enterprises and the society. It also refers to various aspects of learning with the use of sharing tacit knowledge as well as the conditions and instruments of the effective realization of the knowledge transfer based on the idea of the democratization of knowledge in the municipal economy.

The basic objective of the study is to synthesize the literature output dedicated to the processes involving knowledge with the concentration on the transfer of knowledge as a strategy of managing it and identifying the determinants of knowledge transfer in the organization. In addition, the following research challenges were proposed: indication of the directions of the knowledge transfer development in municipal enterprises on the example of Miejskie Przedsiębiorstwo Wodociągów i Kanalizacji S.A. (*Municipal Water and Sewage Company – Krakow Waterworks*), identification of knowledge transfer strategies used during their implementation, identifying knowledge transfer principles recommended for use in municipal enterprises. The analyses of the conducted explorations will complete the real picture of the social and technical context of the knowledge transfer taking place in municipal enterprises.

3. Theoretical background of knowledge transfer development

Among the most advantageous knowledge management strategies are those based on the creation of new knowledge and its transfer: internal creation strategy, creation strategy through cooperation, internal expansion strategy and absorption strategy. A modern business-oriented enterprise must acquire new knowledge, stimulate its diffusion throughout the organization, and finally convert it into new solutions.

The flow of knowledge in creating the value of the organization was already emphasized by K.E. Sveiby (2005, pp. 49-52) , who identified the effect of leverage of value creation by controlling the diffusion of knowledge in ten dimensions - knowledge flows between individuals, between individuals and the external structure, from the external structure to units in the company, from individuals to the internal structure, from the internal structure to individuals, within the external structure, from the external to internal structure and vice versa, and within the scope of the internal structure. These activities should result in a fully coordinated holistic approach that guarantees the maximization of value creation based on knowledge transfer. As a result, knowledge transfer, as a process with its participation, is today most often treated as a catalyst for effective management of the organization (Sinell, Iffländer, Muschner, 2017, p. 1460) and the determinant of the level of innovation of the enterprise (Tworki, Walecka-Jankowska, Martan, 2016, p. 352; Luo, Lui, Kim, 2017, p. 2), which determines its dynamic development. In addition, the theory of organizational knowledge

leads to the conclusion that the current organization must be seen primarily as a system of knowledge distribution (Nogalski, Karpacz, Karpacz-Wojcik, 2014, p. 168). Ultimately, the transfer of knowledge is considered to be the driving force of the modern economy (Michalak, Zagórowski, 2017, p. 300) on all its levels - global, state and enterprise.

In the first place, knowledge transfer is considered as one of the key processes involving knowledge that fits into the operational functions of knowledge management (Intezari, Taskin, Puleen, 2017, pp. 492-515; Kumar, Ganesh, 2009, pp. 161-174). Additionally, it is analyzed in terms of the levels at which it takes place - within the organization (individual and team) (Nakauchi, Washburn, Klein, 2017, pp. 766-782; Bendkowski, 2016, pp. 11-23) and inter-organizational (bilateral and within the inter-organizational network) (Wang, Xi, Xie, Zhao, 2017). Furthermore, determinants and obstacles to the transfer of knowledge are identified (Ishihara, Zolkiewski, 2017, pp. 813-824; Mariano, Awazu, 2017, pp. 779-795; Joia, Lemos, 2010, pp. 410-427), model views of the process of its distribution are verified in practice (Štrach, Everett, 2006, pp. 55-68; Narteh, 2008, pp. 78-91; Hutzschenreuter, Horstkotte, 2010, pp. 428-448) or the focus is placed on tools supporting knowledge transfer (Kuciapski, 2017, pp. 1053-1076). The transfer of knowledge is most often recognized as a dynamic process which constitutes the basis for the effective implementation of organizational learning (Dziadkiewicz, Nieżurawska-Hare, Duarte, Dryl, Dryl, Nieżurawski, Sofia Pereira Santos Ferreira Lopes, 2017, p. 49). This is the main process involving knowledge, which determines knowledge gathering, compiling and implementing. It is a key element of many strategies used in the management of knowledge (Skrzypek, 2013, p. 2). Sharing knowledge consisting in the recovery and discovery, and the subsequent transfer and explanation of knowledge possessed by individual members of the community is also the first stage of the cycle of creation of community knowledge by M. Kodama (Kodama, 2009, pp. 236-237).

It should be emphasized that the transfer constitutes a bridge connecting those who create knowledge and information with those who need them (Janczewska, 2016, p. 166). Depending on the context, it can mean either a centrally steered process of spreading knowledge within a given group of employees or the transfer of knowledge between individuals or teams of employees. It may take place outside formal structures and without significant participation of managers. It takes place continuously during the performance of daily tasks, while providing information, and it is an integral part of the organization's life (Jędry, 2016, p. 18).

According to the Western and Japanese approaches to knowledge, it should be perceived from the perspective of the way knowledge is understood and the type of knowledge under consideration. Based on the Western approach, it is not knowledge that is transferable, but information which is transformed into knowledge through the thinking process. The transfer of knowledge is made as a result of data transfer, which is an element of knowledge. In the case of the Japanese approach, information is the carrier of knowledge in the process of knowledge transfer. It evolves into knowledge when, as a result of interpretation, it provides context and "anchors" in human beliefs and engagement (Mikula, 2011, p. 62).

Literature abounds with many proposals for the classification of types of knowledge transfer. Various criteria are assumed as premises for the division. For example, focusing on the type of knowledge being distributed, one identifies the transfer of tacit and explicit knowledge. Referring to the criterion of the range of knowledge flows, one examines the transfer of knowledge within the enterprise and the one obtained from the outside. Analyzing the agents of knowledge, one indicates a transfer at the individual, group, organizational and inter-organizational levels (see. Kumar, Ganesh, 2009, p. 165). Active and passive knowledge transfers are also considered. An active knowledge transfer occurs when the actor voluntarily shares knowledge and information (voluntary knowledge transfer) and a passive one takes place only under pressure. It is forced and far from voluntary (Bendkowski, 2016, p. 19). Apart from the diffusion of knowledge, the most often mentioned groups of factors determining the effectiveness of knowledge transfer development in the organization are (Luo, Lui, Kim, 2017, pp. 3-4; Dee, Leisyte, 2017, p. 357): the level of the enterprise organizational learning ability, the strength of the dependence between the sender and the receiver of knowledge, the characteristics of knowledge as a special resource (viscosity, ambiguity), the level of social and technological development of the knowledge environment infrastructure.

4. Factors for improving knowledge transfer

Taking into account the conditions for implementing the transfer of knowledge one should identify specific factors which determine the development of the diffusion of knowledge in the organization. They can be identified with reference to the organizational structure, people and management methods (see Gruszczyńska-Malec, Rutkowska, 2013, p. 59). In the case of the organizational structure, an important factor impeding the circulation of knowledge is its rigidity affecting the lack of flexibility and autonomy, which leads to the fragmentation of the organization and the separation of functional divisions. This results in the dominance of top-down communication as well as the lack or minimal use of teamwork, which is due to the lack of grassroots initiatives. As far as people are concerned, the most common attitudes and actions that constitute barriers in the transfer of knowledge are: resistance to change, lack of civic attitudes, lack of motivation to share knowledge, to cooperate and to form partnerships. Additionally, a weak emphasis on the process of introducing new employees, staff turnover or lack of time may be a serious problem. In the aspect of management methods, the most common obstacles preventing the free flow of knowledge in the organization are: fear of losing power by delegating responsibilities, resistance to questioning the way the organization functions, inability to shape the atmosphere of free exchange of ideas and building teamwork principles as well as relationships based on trust and a sense of community, and also lack of promotion of communication favoring the exchange of knowledge. The essence of the circulation of

knowledge is to deliver it to those places where it is most needed (Jędrych, 2016, p. 18), and the transfer of knowledge itself requires "knowledge about how to transfer knowledge" (Liyanage, Elhang, Ballal, Li, 2009, p. 124).

5. Conditions for functioning of municipal economy

In various aspects of the functioning of the municipal economy, one should look at issues related to tasks completed as part of activities undertaken in the area of public utilities. Their goal is to provide ongoing and uninterrupted satisfaction of the collective needs of the local government community by providing universally available services (Kołos-Trębaczewicz, Osuch Pajdzinska, 2015, p. 9; Kozłowski, 2015, p. 11). Therefore, the commune's own tasks include, among others, ensuring (Act of March 8, 1990 on local government, Kołos-Trębaczewicz, Osuch Pajdzinska, 2015, p. 9): spatial order, real estate management, protection of environment, nature and municipal economy, communal roads, streets, bridges, squares and traffic organizations, water supply, sewage system, municipal sewage disposal and treatment, cleanliness and order as well as sanitary facilities, landfills and disposal of municipal waste, electricity and heat supply as well as gas, local public transportation, public education, supporting the dissemination of the local government idea, cooperation with and activities for non-governmental organizations, cooperation with local and regional communities of other countries. Due to the specific attributes of the municipal economy in the form of: high capital intensity of the investment cycle, simultaneity of production, supply and consumption, high maintenance costs or organizational and management complexity and diversity (Kozłowski, 2015, p. 11), one of the challenges facing the managers of these organizations is the use of modern technologies and innovative management methods. In addition, the requirements for survival and development present in the economic dimension of the functioning of these organizations also force in their case an orientation to knowledge, and in particular its transfer, if only in the form of technology transfer or good management practices. After all, municipal enterprises are not free from concern about increasing value, improving competitiveness, ensuring the highest quality of services, building key competencies. Obviously, knowledge transfer, both inter- and intra-organizational, is aimed at such activities.

Taking into account these specific conditions of the activities of municipal enterprises, the factors determining the effectiveness of knowledge transfer therefore become particularly important. The issue of knowledge transfer in the municipal sector corresponds to each of the developmental stages of the knowledge management concept. Within the current generation, it particularly concerns the diffusion of knowledge between the agents of this process in the form of municipal companies and the society. It also refers to various aspects of learning with

the sharing of tacit knowledge, as well as the conditions and instruments for the effective implementation of knowledge transfer embedded in the idea of knowledge democratization in the municipal economy. Thus, the leading services provided by municipal companies are water and sewerage, heating, public transportation, and waste removal and disposal (Bachor, 2009, p. 7). Thus, they are peculiar organizations with distinctive characteristics that arise from the need to integrate the public interest with economic efficiency and operation in the context of the municipal economy.

6. Research results

The respondents of the research conducted at the Municipal Water Supply and Sewerage Company SA were people in middle management positions (9 people). The research was conducted in the year 2025. The selection of the sample was conducted with the purpose of involving those who have experience (seniority), have gone through several levels or positions in their career so far, and are intermediaries in the transfer of knowledge and information between employees of the strategic management level and the operational level. In view of the results of the explorations made, the attitudes of openness and cooperation of the respondents come to the foreground. The interviews confirmed and allowed to elaborate on the problems signaled in the surveys, that the management supports team forms of work or allows freedom in this regard and encourages knowledge sharing. Steps are being taken to shape an organizational culture based on mutual trust, geared to promote and support transfer, including knowledge sharing.

Employees of the company under review cooperate voluntarily, are positive about change and are convinced of the importance of innovation. In addition, they are involved in creative activities by the management, which uses their ideas while implementing an internal creation strategy. From the indicated most frequently used sources of information and knowledge, it appears that the employees prefer direct contacts. In this regard, remote work which is now increasing the reach/opportunity for cooperation is less preferred. The focus should therefore be on developing social processes for improving knowledge transfer. The determination of management and employees to acquire the tacit knowledge of retiring employees was confirmed in interviews. Its evidence can be seen in the common and consistent practice in the organization of creating the so-called “shadow cabinets” (49% of indications). Several months before an employee retires, another employee is appointed to replace him. Through observation and participation in the work, he or she prepares to take over the function, thus being a participant in the entire SECI process, and especially externalization and socialization. An additional method used to retain as much knowledge as possible held by retiring employees is to hire them on a part-time basis to help their successors to learn their job.

Management, in its daily organizational behavior and actual attitudes, seems to adhere to norms and values aimed at team-oriented forms of work organization, creating an atmosphere of support, respecting the principle of reciprocity, promoting an altruistic attitude in knowledge sharing that builds a positive employee reputation. Undeniably, a sense of job security and average seniority catalyze these phenomena in the analyzed organization.

The obtained responses suggest a limited focus on acquiring knowledge, including explicit knowledge, and little determination to seek it outside the organization. The enterprise appears as a hermetic entity, firmly rooted in the specifics of its own activity, limited only to the interior of the organization, which prevents the realization of the strategy of creation through interaction and the strategy of absorption of knowledge. The lack of interaction with other organizations in the industry, with the scientific community and close cooperation with local communities significantly affect the lack of new solutions that could enrich the municipal sector as a result of such cooperatives. We are talking about the municipal sector because this tendency is present in all entities in the municipal sector.

During the in-depth interviews, respondents confirmed that there is a clear difficulty in accessing knowledge regarding, for example, the interpretation of dynamically changing legal acts and the detailed regulations implementing them. Most often, such knowledge is made available during individual and direct contacts often even taking the form of tacit knowledge.

The dominant medium used to disseminate knowledge is the Internet. This is followed by specialized publications and product advertising as well as appearances at seminars, symposia or conferences. Industry trade fairs, peer-to-peer contacts, discussions, and the company newspaper are the most frequently indicated responses.

Referring to the results of the conducted studies and suggesting directions for improvement, it should be emphasized that one of the primary objectives of knowledge management in the analyzed units should be the creation of a knowledge sharing system. Managers should be aware that in order for knowledge sharing to be effective at the organizational level, it is necessary first of all to determine the effects to be achieved, which will be the starting point for selecting the desired knowledge management strategies and the right attitudes and behaviors taken towards knowledge sharing. Subsequently, depending on the preferred activities, conditions should be created to stimulate individuals to share knowledge. A sound social and technical infrastructure of the knowledge environment should also be built. At the same time, the technological conditions stimulating knowledge sharing should be secondary to the social ones.

Significantly, according to the theory of knowledge sharing, it is a process rooted in face-to-face contacts, often informal, and essentially targeting tacit knowledge. It can be concluded that both the individual and organizational levels deserve additional development - the more we plan to share tacit knowledge, the more extensive it should be. In the case of the individual dimension, efforts should be focused on building trust and triggering attitudes of altruism,

embedding activities in a properly designed incentive system, and efforts should be made to make greater use of mentoring and coaching or quality circles.

Intensive efforts are required to expand the organizational level of knowledge sharing - here support can be sought in technical solutions, obviously leaving the context of the motivational system and organizational culture.

7. Conclusions

Knowledge transfer is conditioned in an organization through (Skrzypek, 2013, p. 3): increased awareness of the need for development, participation and collaboration, continuous learning, creativity, mutual trust, shared goals and interests, the need to think, the desire to explore and create, and the awareness that a place on the market is determined by intellectual wealth. The research was carried out in 2025 through in-depth interviews, which complemented and developed the questionnaire research conducted at the Municipal Water and Sewage Company S.A. in Krakow in 2017. It was found that suitable conditions for improving knowledge transfer processes existed in the analyzed organization, pointing to the acquisition of knowledge through the use of the strategy of creation through interaction and the strategy of absorption, as well as the strategy of internal creation and the strategy of internal extension. These four strategies were indicated as key in responding to the challenges facing the municipal sector. However, the lack of a systemic approach to the implementation of the identified knowledge strategies accounts for the lack of access to certain resources. Excessive focus on internal processes and lack of cooperation with external entities is a significant barrier to the development of municipal organizations. The analyzed results should be taken only as an overview, as they have clear limitations due to the size of the research sample and the levels of management represented by most of the respondents. The research should be seen only as pilot considerations and may entitle proper multidimensional scientific explorations regarding, for example:

- the directions of the various sub-processes of knowledge transfer, with the identification of which sub-processes are based on internal knowledge and which ones come from outside the organization,
- the role, functions and tasks of the knowledge transfer coordinator as a knowledge broker,
- the identification of the dimensions of organizational knowledge culture with indication of the ones specific to municipal enterprises,
- the analysis of knowledge transfer in the context of the impact of all stakeholders of municipal enterprises,

- functioning in network structures in the form of existing municipal holding companies,
- the development of a set of guidelines for the operation of good practices for the management of municipal organizations.

Companies should therefore strive to create and provide employees with such a functioning environment that would stimulate knowledge diffusion. Leaving aside the technological aspects that complement the knowledge transfer space, it is recommended that it should be based mainly on the formation of an appropriate organizational culture and the creation of the right context for the implementation of this process involving knowledge. It is desirable for the existing organizational culture to evolve into a culture that promotes knowledge, including, among other things, continuous training and further education of employees, informal ways of communication, evenly distributed responsibility, expert authority, multifunctional teams (see Latusek, 2008, p. 180; Intezari, Taskin, Pauleen, 2017, p. 504), with the use of appropriate tools to influence the relevant elements of knowledge culture (see Glinska-Neweś, 2007, p. 256).

Based on the results of the study, conclusions were formulated setting the directions of activities that will allow to improve knowledge transfer processes: striving for an open system, sharing knowledge as a feature of a committed employee, developing common models of thought, openness, targeted protection of knowledge, communication and mutual interaction, personal high positive involvement, leaving the space of events, actions and behavior spontaneous, informal, intensifying direct contacts, reducing the degree of formalization.

To sum up, pointing out the directions for improving the knowledge transfer process in municipal organizations, it is first necessary to create a comprehensive knowledge transfer system as a subsystem of the knowledge management system, taking into account both the social and technological dimensions of the process, which:

- makes it possible to analyze and diagnose the extent of implementation of the knowledge transfer process, including the ability to examine the degree of openness in knowledge sharing at the level of the individual, group, organization, sector,
- intensifies knowledge acquisition, especially from outside the organization,
- makes it possible to strengthen cooperation with the company's external stakeholders (especially the society) and other companies that make up the holding company,
- makes it possible to expose pro-environmental and pro-social activities and shape a positive image of the organization as a public benefit institution,
- identifies barriers to knowledge sharing and eliminates them,
- shapes optimal conditions for the implementation of the knowledge sharing sub-process,
- takes into account the creation of a climate conducive to knowledge transfer, especially knowledge sharing, and ultimately the formation of the knowledge culture.

8. Summary

In summary, indicating the directions of improving the knowledge transfer process in municipal organizations, one must first create a comprehensive system of knowledge transfer as a subsystem of a knowledge management system, taking into account both the social dimension and the technological process that:

- enables analysis and diagnosis of the scope of the knowledge transfer process, including the ability to examine the degree of openness in sharing knowledge at the level of an individual, group, organization, sector,
- intensifies the acquisition of knowledge, especially from outside the organization,
- enables closer cooperation with external stakeholders of the enterprise (in particular the society) and other holding companies,
- makes it possible to display pro-ecological and pro-social activities and to shape a positive image of the organization as a public benefit institution,
- identifies barriers in sharing knowledge and reduces them,
- shapes the optimal conditions for the implementation of the knowledge sharing sub-process,
- takes into account the creation of a climate conducive to the transfer of knowledge, especially sharing it and, ultimately, shaping the culture of knowledge.

According to the assumptions, knowledge is a social process and not a resource, the dominant strategy should be personalization and concentration on tacit knowledge and the subject of in-depth scientific discourse, above all, creating and sharing knowledge with the participation of employees and the social environment of processes involving knowledge.

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