A STUDY OF AN ORGANIZATION’S PROCESSES OF THE SOCIAL SHARING AND POTENTIAL FOR IMPLEMENTATION OF A WEB 2.0 PRINCIPLES: A CASE OF SERVICE-X

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Abstract

**Title:** “A study of an organization’s processes of the social sharing and potential for implementation of the Web 2.0 principles: A case of Service-X”

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**Subject:** Information Systems

This master thesis is the qualitative research with a question whether principles Web 2.0 when implemented, could bring change to organizational knowledge process and influence barriers to knowledge sharing.

Nowadays all the constantly growing companies present on the international market has their offices in many countries, separated not only by distance, but also by culture and working hours. This working style brings a lot of benefits to them on local markets, but it also brings some troubles and challenges in terms of management of whole enterprise.

The obligatoriness of managing the tacit knowledge sharing is becoming more considerable, because companies face with a problem to bridge the knowledge gap between more experienced employees and new ones. The discussion about how to collect that knowledge and transfer it is still open. This case is sensible for big firms with departments which consult other employees, which are the main focus of this study.

In this study there researched and found factors that influence social learning and knowledge sharing in the view of enterprise companies. Research found strong and weak sides of the currently implemented knowledge sharing systems at all and from the point of view of enterprise companies.

This research used the qualitative research method as there is the need of exact understanding of how implementing of this system can improve work processes or what discomfort it can bring.

In the analysis chapter factors that have direct influence on social knowledge sharing was found and analyzed. In discussion chapter suggestions to the company for further developing and improving present situation was provided.

**Keywords:** Knowledge, Tacit knowledge, Social learning, Knowledge sharing, Blogs, Knowledge sharing platforms, Enterprise companies.
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Introduction

1 Introduction ............................................................................................................................................ 2
  1.1 Prelude to the Research .................................................................................................................. 2
  1.2 The Research Problem .................................................................................................................... 3
  1.3 Problem discussion ........................................................................................................................ 3
  1.4 Purpose and aim of the research ..................................................................................................... 4
  1.5 Research question .......................................................................................................................... 4
  1.6 Focus of previous studies ................................................................................................................. 5
  1.7 General concepts and definitions ................................................................................................ 6
  1.8 Target group of audience ................................................................................................................ 7
  1.9 Strengths of the study ..................................................................................................................... 8
  1.10 Delimitations ................................................................................................................................ 9
  1.11 Thesis disposition ......................................................................................................................... 9

2 Theoretical Considerations .................................................................................................................. 11
  2.1 Knowledge Paradigm .................................................................................................................... 11
  2.2 Knowledge Management and Knowledge Sharing ......................................................................... 12
  2.3 Tacit and Explicit knowledge ........................................................................................................ 13
  2.4 Web 2.0 and Social learning .......................................................................................................... 14
    2.4.1 Principles of Web 2.0 ................................................................................................................ 14
    2.4.2 Key Web 2.0 tools .................................................................................................................... 15
    2.4.3 Social learning technologies .................................................................................................... 17
  2.5 Knowledge sharing in organizations ............................................................................................. 18
    2.5.1 Knowledge management systems ............................................................................................. 21
  2.6 Factors affecting social knowledge sharing .................................................................................... 22
  2.7 Summary ......................................................................................................................................... 23

3 Previous Studies .................................................................................................................................. 25

4 Methodological Consideration .............................................................................................................. 29
  4.1 Role of the researcher ...................................................................................................................... 29
  4.2 Philosophical Position ..................................................................................................................... 29
  4.3 Research method selection ............................................................................................................. 30
    4.3.1 Research Strategy ...................................................................................................................... 31
    4.3.2 Case selection ............................................................................................................................ 32
  4.4 Data collection ............................................................................................................................... 32
    4.4.1 Participants ................................................................................................................................. 33
    4.4.2 Interviews ................................................................................................................................. 33
## List of Abbreviations

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT</td>
<td>Information Technology</td>
</tr>
<tr>
<td>KM</td>
<td>Knowledge Management</td>
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<tr>
<td>KS</td>
<td>Knowledge Sharing</td>
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<td>SM</td>
<td>Social Media</td>
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<tr>
<td>KMS</td>
<td>Knowledge Management System</td>
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<tr>
<td>ROI</td>
<td>Return Of Investment</td>
</tr>
</tbody>
</table>
1 Introduction

This chapter will provide the motivation for the research, main objectives and research questions of the study. This chapter starts by providing an overview of the problem, knowledge concept, previous studies and purpose of this work.

1.1 Prelude to the Research

As a master student involved in Information Systems program I have focused on Knowledge Sharing and factors which are important for the Industry and companies. In today’s economy knowledge became not only a resource, but a service. Cofi Annan said: “Knowledge is a power” (2000). Employees who want to build good career in rapidly changing environment must refresh their skills to stay competitive as long as it possible. Organizations should support their employees willing to learn new techniques, tools, methodologies and share with their colleagues (Wiig, 2000).

Using of Information technologies is rapidly grows year by year. Nowadays most of people are connected through the Internet: they send e-mails, write articles in their blogs and Wikipedia, discuss problems on forums, post news in Twitter and Facebook, share photos etc. And Social Media technologies are constantly growing and gaining more popularity among people. From working life perspective it opens new ways of communication, unlimited access to information, personal development and ability to share information.

A lot is written about importance of information and knowledge sharing in organizations. According to the literature, which relates to strategic management, knowledge considered as a competitive resource (Bratianu, 2015). Knowledge sharing process was defined as: “the structured support and guidance of acquiring knowledge, exchanging knowledge and using knowledge to support business process within an organization” (Huysman & de Wit, 2002). Social media influences on business, but how society and social media interact with each others? Bughin et al. mentioned “using social technologies to improve collaboration and communication within and across companies could raise the productivity of interaction workers by 20 to 25 percent” (2002, p.33). According to McAfee (2006, p.22) previously it was impossible to communicate in organizations how social media promotes it now. The term “social media” connected to social capital can be explained as “knowledge sharing” (McAfee 2006; Burt 2005).

According to Wasko & Faray communication technologies are increasing advancements for individuals and groups to extend their availability to collaboration sharing, discussing forums and others (2005). Many Web 2.0 tools (such as Wiki, blogs, social networks) are incredibly growing on the web, a lot of users adopting social media to their lives (Kaplan & Haelain, 2009). Social Media in organizations has an impact for all processes in companies from production to sales (Mansour, 2012).

With this in mind this research aims to investigate how social media platforms can be used in Enterprise Company as a collaboration tool in knowledge sharing.
This thesis focuses on the factors which affect employee within how social sharing is achieved. This research focuses on examine a case of using Web 2.0 based social media tools, as a collaboration platform for sharing and exchange knowledge among IT specialists. The case will provide the information about factors that has an influence on workers with sharing information in a large company and ability to understand influence of social learning.

1.2 The Research Problem

The research problem of this work is based on the role of IT department employees and knowledge and social sharing between them. A lot of new technologies prove to companies the opportunity to improve social sharing process through departments. Social sharing platforms are a new field that forces employees to communicate against borders. A lot of tools are available now for implementation in companies and a lot of companies are using them now. But they always face the problem how to implement the tool into the office and to the employee’s minds. People try to keep knowledge within themselves because they worked on themselves, trained and educated, what makes them unique and keep them growing. Companies have to take for granted that if individuals hold knowledge, this does not mean that they want to share it with others (Argote et al., 2003, p.105). Companies has to motivate them for that (Tchape & Wilcox, 2015).

But it is in company’s interests to get people to share the knowledge and collaborate with other employees. Knowledge becomes very important when companies implement the social sharing platforms, because on this platform it should be collected from whole company.

The problem with sharing tacit knowledge is that, this knowledge is hard to share without interaction (Garvin, 1998). If employee leaves the organization, the organization loses its tacit knowledge. And as a result firm have to invest working hours to educate new employee by practical experience.

How companies can handle these issues? First of all – implement the social sharing platform, which is more flexible, team-oriented and more confident on knowledge assets.

In order to create a highly effective firm and team, knowledge sharing through organization should include both tacit and explicit knowledge (Puerto & Stighammar, 2010).

1.3 Problem discussion

Enterprise international companies with offices located all around the world very often facing difficulties inside of company representatives.

The company Service-X is a big industry company with 80,000 employees and offices located all around the world. Company has two IT offices located in Ukraine and Russia. In the day-to-day work this business centers are faced with lack of knowledge of newly hired stuff that slows down almost every process inside the company, for example if some security officer need to open certain permission set for the new employee or one
that changed a position - he needs to spend a lot of time to find who has document that describes what access and which security roles should be set to him. This situation mostly occurred because all the information between employees passes verbally or locally stored documents sent to email.

In company Service-X learning and training of employees divided into next dimensions:

1. Face-to-face learning on the employee’s work place, consultation and interaction with colleagues.

2. Basic training sessions. There are mainly (class-based) or via web-cam. Company has online service for trainings but it mostly not used.

3. Learning by themselves via seeking information in different sources (lack of information about projects, procedures etc. mostly all information sends by e-mail or provided by phone).

By creating a platform which encourages the sharing of tacit and explicit knowledge any company can increase performance level regardless of experienced workers leaving.

1.4 Purpose and aim of the research

Many authors in their works said that in case of social media technologies continuously growing and developing and they are transform the interaction between individuals and work of groups and interaction with each other (Wagner & Majchzak, 2006). According to this argument, purpose of this research is to investigate and analyze problem with social learning and social’s media impact on organization’s social learning and collaboration between individuals and groups in big company.

I seek to:

1. Find and examine factors which influence on social learning among people on their workplaces
2. Develop a list of recommendations for the company which is able to improve knowledge sharing among employees, and correspondently raise performance of processes regarding IT department in company.

Due to the fact that employees are main carriers of knowledge in company - the main aim of the research is to investigate current situation in the IT department in big industry company, analyze the situation and purpose the social sharing platform or tools for knowledge sharing between employees.

1.5 Research question

The process of knowledge sharing is a complex and socially structured process, it depends from many factors such as individual, contextual and cultural. The base of this
paper is the industry necessity of analyzing the current situation on the firm and, as mentioned before, research focused on IT department since this department is faced with big amount of information and need to have the good knowledge sharing process.

In order to address the purpose of my research, one main question is raised to examine and understand the use of social media, in case of social learning, by IT workers to share knowledge with each other within an organizational context.

“What factors affect the process of social sharing within an industry firm?”

As far as current situation is examined research will have the follow up question “How the situation can be improved with Web 2.0 tools?”

Before empirical material was conducted and analyzed, the first stage is analysis of the literature of Web 2.0 technologies and social sharing in companies. The next stage is conducting empirical material though the interview process. Interview is the one of most important tools in qualitative researches. The empirical data were analyzed and discussed within existing theories. The general research objective is to answer on the research question.

1.6 Focus of previous studies

There were lots of discussions about knowledge sharing in business field previous years. These discussions were conducted a lot of different theories and practices. Theories include approaches such as social learning theory, network theory, organization learning theory et al. (Riege, 2005). Organizational learning literature claimed that learning process inspired by individuals (Easterby-Smith & Lyles, 2011).

The main themes of previous researches were targeted on barriers of knowledge sharing (Riege, 2005; Gordeeva 2010) and wiki as a collaboration tool (Mansour, 2012). The direction of increasing knowledge sharing was affected less than barriers of knowledge sharing process (Tchape & Wilcox, 2015). Some researches in Knowledge Management field were targeted on organizational behavior as a work setting and management as well as individual differences and diversity and motivation theories (Schmerhorn et al., 2010). Other part of the researches developed strategies for Knowledge Management success (Jannex et al., 2011).

Social Media researches show that Knowledge Management Systems within wiki are widely used for knowledge exchange and collaboration (Hester, 2010) and how knowledge management may be useful in marketing activities of firms (Svatosova, 2012).

The major focus of organizational learning works is tacit knowledge and its transfer (Busch, 2008). Since most of fresh employees have no technical knowledge/experience or less than other employees. This means that they need trainings and learn a lot of material to get the same base in an appropriate manner.
1.7 General concepts and definitions

This section will provide some basics definitions of knowledge management and social sharing terms that are relevant for better understanding the topic of this research. Most essential of them will support the research and develop theoretical framework.

**Knowledge** is a dynamic process of personal justifying the truth (Nonaka & Takeuchi, 1995, p. 58). There are two main types of knowledge: tacit and explicit (Polanyi, 1966).

**Tacit Knowledge** is opposite to codified knowledge. Tacit knowledge is "knowledge that usually is not openly expressed or taught … by our use of tacit in the present context we do not wish to imply that this knowledge is inaccessible to conscious awareness, unspeakable, or unteachable, but merely that it is not taught directly to most of us" (Wagner & Sternberg, 1991, pp. 436, 439).

**Explicit Knowledge** is knowledge which articulated and coded in formal language (Lenski, 2010) which exist in print or electronic form, accessible from different sources for all people for free or some costs (Busch, 2008).

**Knowledge Management** is the “discipline of enabling individuals, teams and entire organizations to collectively and systematically create, share and apply knowledge, to better achieve the business objectives” (Mentzas, 2004, p. 116).

**Knowledge Sharing** is a process of exchanging knowledge between individuals: between senders and receivers (Jacobson, 2008).

**Knowledge Management System** is an information base and developed to support and improve processes of creation, transfer and store the knowledge in an organization (Alavi & Leidner, 2001).

**Organizational Learning (OL)** is the process of creation, transfer and store knowledge in organization which is based on individual learning and social sharing principles (Eastebly-Smith & Lyles, 2011).

**Social learning (SL)** is collaboration with others for creation new ideas. This naturally exists in student circles who participate in a distance-learning program. Social learning is directly connected to social medial tools. These tools are a bridge between people, continents and time (Conner & Bingham, 2015).

**Social media (SM)** is a set of technologies which are usually used to connecting people for learning and collaborating and engaging two or more people (Conner & Bingham, 2015).

**Communities of Practice** is “a network of individuals with a common, shared purpose grouped together to facilitate knowledge building, idea creation and information exchange” (Hinton, 2003).

**Internalization** is a process of acquiring knowledge by employees from their work environment and interactions with other employees (Huysman & de Wit, 2002).

**Externalization** is a process of sharing knowledge between employees (Huysman & de Wit, 2002).
Objectification is a process of generalization of knowledge where it should be accepted by members of a company (Von Krogh, 2000; Huysman & de Wit, 2002).

Wiki is a tool for knowledge sharing and collaboration (Mansour, 2011). This tool includes web pages which are created and dynamically updates by users (Yates et al., 2010)

Web 2.0 is a mix of technologies which are flexible and allowing users to create content (Mansour, 2010). There three main concepts: structuring, authoring and awareness technologies (Stenmark, 2008).

1.8 Target group of audience

Research has been made into a propagation of knowledge within company where is a broad range of experience, knowledge and age (Sharma et al., 2012). The findings from this research may be useful for a wide range of readers, but mostly this research was targeted on managers who need to improve the social and knowledge sharing process and collaboration with newcomers.

Target group of audience of this study is workers in global companies, but this research also might be interesting for the academia workers, because all workers face similar problems with knowledge sharing and social sharing during the work.

Consequently, this research is relevant for next areas:

- Organizations. This project can be interesting for other companies, not only for that where this research was done. All big companies are faced with lack of knowledge sharing between workers in one department, between departments and between remote offices. This research can be helpful to understand the factors that influence on IT workers and how to minimize influence of them. Also, not only IT workers faced with lack of social sharing on their workplaces. And I believe that other workers who work in different departments may be interested in results of this work. For the managers this work can present factors which influence basic workers and give the direction what needs to be done in this field in a company. Other companies can get from this research some behavioristic characteristics of workers who works in IT department (presented in Analysis, part 5.4 Personality and Circumstances) and what influence has a culture of the company on workers (Analysis, part 5.3). Generally, this work can bring some beneficial knowledge for companies which want to do something with social sharing in their companies but do not know from what they have to start.

- Academia. This work may be relevant for the academic world and for other researches who seeks answers for the same questions in their researches. Despite of that the research was done in industry field. The academic workers able to take some advantages of proposed platform and apply it in their needs. In particular, this work may be point of interest for some researches who are interested in Social sharing, Web 2.0 and human behavior on their workplaces.
- **Developers.** This research may have a value for developers who develop the platforms of social knowledge sharing process. Also, developers of proposed platform (Discussion part) can receive the information about how their platform has been used and what they need to improve in their product.

- **Independent readers.** This work may be interesting for independent readers who want to fill gaps in their knowledge regarding to the social knowledge sharing and implementation of Web 2.0 principles in companies.

The benefits of this work were produced in Discussion part and may be applicable as in companies as well as in academic circles.

1.9 **Strengths of the study**

The shortages and limitations of previous knowledge sharing researches are lies in that more main focus was put on the causes and barriers of knowledge sharing (Riege, 2005) and not on how knowledge sharing impacts group or individual performance (Haas and Hansen, 2005). It is much more accurately to find performance of the group with clearly defined boundaries inside the company Service-X, and so gain shaper look on the group performance.

The study is focused on a small group of people – IT workers. This group can be easily managed and interviewed, and result of the research may cover all employees of the company because most of these workers previously worked in other departments and know internal processes of the company.

This research is able to help with managing problems of social knowledge sharing inside of the company and helps to understand the factors, which influences the normal social sharing on workplaces.

Problem regarding to knowledge sharing process is mostly the same in all companies but companies has their differences in this process. This research may be interesting for companies which has the same symptomatic as in the company where research was done.
1.10 Delimitations

The objective of this study is focusing on employees’ experience and how they share their knowledge with each other’s. And study has below limitations:

General:

- research based on a single case study and this case is hard to generalize (Creswell, 2009);
- ethical considerations. All interviews have to be anonymous and name of the company where research was done cannot be published. This case restricts the researcher to write only information about workers and company which cannot discredit the company and workers. Also, sensitive information cannot be disclosed.

Organizational:

- work with limited available data and high level of security - not all documents on this corporation available to everyone, especially some internal documents that cannot be published. IT department specialists cannot share security restricted information that can result in slightly limited data of the study;
- study is focused only on IT departments in one company, but not on all departments, this limitation may some influence on the result, because not all employees have the same point of view as IT workers.
- company Service-X has only one IT department divided on 2 parts and based in Ukraine and Russia. It may have some problems according to the social minds of people, because people who live in other countries may has other points of view on the situation. And for some interviews will be hard to have the face-to-face interview due to geographical locations.

1.11 Thesis disposition

This research divided into two parts:

- The current situation analysis: the research will begin with an analysis of the current situation. This is important to investigate internal and external work processes.
- Production of the recommendation list for the improvement of the situation and conclusions after implementation of the system based on Web 2.0 principles.

The structure of this work is following a traditional approach divided into 7 parts. The thesis starts with chapter 1, the introduction, topic and motivation. The aim and research questions are described and explained by industry problematic. Target audience, strengths and delimitations were discussed in the end of this chapter. This is followed by a theoretical chapter which introduces theoretical concepts and theories. Chapter 3 provides an overview of previous researches. Chapter 4 provides the methodological concepts
which were applied in this research. This chapter gives information about case study and research methods including data collection, data analysis and ethical issues. Chapter 5 consists of main findings and data analysis. Chapter 6 provides discussion about results and how the situation can be improved by implementation of knowledge management system. Chapter 7 presents the main conclusions and recommendations for further researches.
2 Theoretical Considerations

This chapter provides a review of related theories, which have been used to develop a theoretical basis for this research. In this chapter main theoretical themes related to this research will be discussed. These include Web 2.0 tools, Social learning technologies, Knowledge sharing in organizations. Important theoretical aspects about principles of Web 2.0 and it’s implication on organizations, Web 2.0 principles and aspects of Learning in Organizations will be discussed and set of Web 2.0 tools, such as Wikis, Blogs, Tagging and Social Networking will be described. Also in this part will be described some managing systems and Model of Social learning and sharing process in organizations.

2.1 Knowledge Paradigm

Before examining some theories and approaches in relation to social knowledge sharing which have been identified in the previous researches, it would be naturally to discuss the paradigm.

The concept and definition of knowledge becomes from the antique Greece, Socrates considered “Perception, then, is always something that is, and, as being knowledge, it is infallible” (Russel, 1972, p. 149). Aristotle looked at knowledge from a different perspective – he considered “after his death it was two thousand years before the world produced any philosopher who could be regarded as approximately his equal” (Russel, 1972, p. 159).

Bell (1973) postulated the idea of knowledge by different way: “a set of organized statements of facts or ideas, presenting a reasoning, judgment or an experimental result, which is transmitted to others through some communication medium in some systematic form” (Kalling & Styhre, 2003, p.57). Information becomes “knowledge” when the information makes sense through understanding. This means that knowledge equal to information, but information not equal to knowledge (Shehabat et al., 2009).

According to Liebeskind knowledge is “information whose validity has been established through test of proof” (cited in Kalling & Styhre 2003, p.57). According to Davenport and Prusak (1998) knowledge is a set of contextual information, experience and values. Difference between data and information exists. Data is only a fact, when it is organized it is become information. When useful information has been selected from all information it becomes to knowledge (Bhatt, 2001). Also, according to Alavi and Leidner (2001) knowledge includes memory, ideas, skills etc.

Now knowledge is seen from other perspectives because it can be applied to different spheres of business and disciplines as well as management. The aim of KM to handle the existing knowledge and find ways to create a new knowledge to produce advantages in future (Puerto & Stighammar, 2010).

Knowledge as a competitive advantage

According to Bratianu (2015) there are two main reasons why knowledge creation is essential for any organization:
- “in time there is a process of knowledge depletion and a knowledge loss of organizational knowledge, which will create a knowledge deficit in the organizational knowledge balance”;

- knowledge becomes a strategic resource and can provide a competitive advantage.

2.2 Knowledge Management and Knowledge Sharing

Knowledge management has been established in the 1990s, Nonaka and Takeuchi published book “Knowledge creating company” (1995) after this Knowledge Management become more popular in public as an international research field. (Sandvik, 2001).

Picture 2.1: Components of the Knowledge (Bhatt, 2001).

“It can be also defined as a systematic and intentional creation, actualization and utilization of knowledge to maximize the organizational effectiveness. Knowledge Sharing can be viewed from various perspectives, namely: Conceptual, Processing, Technological, Organizational, Management and Implementation perspective. Knowledge-intensive work is usually based both on formal and informal team communication and cooperation” (Slavíček, 2011).

On picture 2.1 has been presented the components which include a knowledge. Knowledge Sharing is a process of developing, sharing and effectively using organizational knowledge which include these factors: organization, worker and technology (Bhatt, 2001).

Role of Knowledge Management is very important in big organizations: “…organization learning occurs through shared insight, knowledge and mental models and builds on past
knowledge and experience” and the most important to learn from past experience (Garvin, 1998, p.78).

When employee leaves a company, the company loses the knowledge that this employee has. Several authors had developed knowledge management strategies and tools to predict this situation. First of all the codification strategy (also called cognitive dimension model or people-to-document approach) focused on using Information Technologies to store the knowledge in databases (Ribiere, 2009). This strategy helps to reuse knowledge many times. The second one is the personalization strategy (also called network model or one-to-one approach) focused on connection between people to share the tacit knowledge, because some knowledge cannot be codified (Ribiere, 2009).

2.3 Tacit and Explicit knowledge

**Tacit knowledge** basically results from direct experience. “In fact, the most powerful learning comes from direct experience. A child learns to eat, walk, and talk through trial and error; she or he learns with the body, not only with the mind” (Nonaka and Takeuchi 1995, p. 10). It is well known that tacit knowledge comes from participation and personal experience, as well as we learn how to swim, walk, drive, etc. “from doing things rather than studying or talking about them” (Garvin, 2000, p. 91).

“We learn from experience in two different ways: by repetition and by exposure. Repetition of the same task over and over again ensures that we can perform it more efficiently. Exposure, on the other hand, ensures that new abilities can be developed” (Bratianu, 2015). People could learn everything from music to computer science, but practicing of this knowledge takes a thousand of hours (Levitin, 2006).

According to Bratianu (2015) tacit knowledge has next characteristics:

- includes emotions;
- reflects individual’s values and ideas;
- includes intuitions and hunches.

**Explicit knowledge**

This kind of knowledge can be expressed in a formal language and shared between people (Alee, 1997; Choo, 2006; Davenport & Prusak, 2000; Geisler & Wickramasinghe, 2009; Jashapara, 2011; Tiwana, 2002). Explicit knowledge may be expressed by different languages and ways with alphabet, mathematical symbols, formulas etc., and this knowledge is useful to measuring metrics or business transactions (Bratianu, 2015).
2.4 Web 2.0 and Social learning

Today, the information technology world grow is fast and dynamic. Organizations can have access to tools like never before. Web 2.0 technologies involve to collaboration a lot of people. Learning in organizations assumes collaboration of people and connecting through knowledge management and social technology (Saba, 2013).

According to Mansour (2011) social media represents is a new stage of web technologies. Web 2.0 is the mix of technologies and attitudes. There are three main technology pillars:

- **awareness technologies** (user can follow up with large amounts of shared knowledge on the web, aggregation of feeds and news from multiple channels simultaneously);
- **authoring technologies** (wikis, blogs, twitter – free participation in generating content, users can freely share knowledge and collaborate);
- **structuring technologies** (organization of the data on the web, most popular is tagging – using specific key-words to describe and classify the data).

Social media allows information to be constructed with the help of social interactions among people without central control of administrators (Stenmark, 2008). In other words, creation and management of knowledge is more democratic (Hasan & Pfaff, 2006)

Wikis usually used for the flexible and dynamic collaborative approach which allows users to open sharing knowledge (Yates et al. 2010). Web 2.0 provides the platform for development of social media technologies (Kaplan & Haemlein, 2010). Also, according to Kaplan social media is a group of internet-based applications which allows users for the creation and exchanging of information (2010). Social network-based websites as Facebook and MySpace, media sharing sites as Youtube and Pinterest, collaborative sites as Wikipedia, are managed, content-created and shared by users, consequently social media second’s generation is changing the principles of interaction by people (Mansour, 2011).

The following sections provide a more specific discussion of social media within Web2.0 and organizational context.

2.4.1 Principles of Web 2.0

Different authors proposed different principles of Web 2.0 which referred to Social Computing principles. These principles are socially-oriented (Boughzala, 2012 p.21). There are:

- user-generated content (this is the main principle of Web 2.0. User able to create the content and publish it);
- network effects (O’Reilly (2007) states that success of the companies depends on their ability to use networking effects of user contributions, that their popularity
based on viral marketing, that is when one user recommends product to another and so on;
- collective intelligence (there is a presumption that large collective can develop more than a small number of experts (Knol et al., 2008). O’Reilly (2007) noted that key feature of web services are hyperlinks, as they can interlink documents and knowledge with each other, additionally in Web 2.0 era hyperlinks were complemented by additional methodic that analyze users’ behavior and provide suggestions to users);
- unbounded collaboration (Knol wrote, that in Web 2.0 users have an active role in developments of applications, they provide feedback and even producing content, and also users in Web 2.0 have unlimited and unbounded communication and collaboration possibilities);
- leverage the long tail (concept called leverage the long tail becomes possible with implementation of customer self-service and automatic data management, thus it become possible to leverage the markets with huge numbers of users and customers. O’Reilly (2007) states that all successful Web 2.0 companies should have a great deal of business on the long tail of customers) (Bebensee, 2010).

According to Boughzala (2012 p.21) the main two definitions of Web 2.0 are which are related to this research based on Web 2.0 principles:

1. Web 2.0 promotes interaction and collaboration of the people. Collective of internet users generate a large amount of material. This means that Web 2.0 is the reorientation of the Web.
2. Users with devices able to create web-services and applications, constructed as predetermined models. This means that Web 2.0 transforms Web into platform connecting all devices.

Web 2.0 tools allow organizations to benefit from the main social media principles. They help to mitigate difficulties in use of traditional knowledge systems, knowledge sharing and application (Boeije et al., 2009). Creation of content in Web 2.0 performed by collective intelligence and based on “wisdom of crowds”, and so takes small and not time consuming effort from each user. Additionally authoring and reputation systems make knowledge contributions clearly visible to others and also make experts in particular domains known. Tagging functionality creates user-friendly and easy accessible content structure.

2.4.2 Key Web 2.0 tools

The main characteristic of Web 2.0 is using of social tools, networks and applications for improving knowledge management in case of sharing practices and needful information. Tools like wikis, blogs, tagging, and social networks are introduced to the company’s context. More information about these tools listed below.

**Wikis** is a set of Web pages that can be created and edited by users (Wagner, 2004). This tool came to public popularity from sources like Wikipedia (www.wikipedia.org). It

Collaborative technologies as Wiki may provide both real-time and non-real-time support. Word processors are asynchronous to showing authorship, users able to see changes and make annotations to documents. Users collaborating on a document and also, may give a tools to plan, coordinate for the authoring process. Synchronous support helps users to see changes of other authors (Dalkir, 2011 p.228).

**Blogs** are individual user pages that are written in the diary-style form. The main difference between personal pages and blogs lies in that despite of static personal page, blogs are written continually in one place with different posts in a chronological order. Weblogs and bloggers are usually united in communities called blogosphere that forming social networks. Additionally blog posts can be commented by other bloggers or just readers, and can be followed by RSS technologies (Levy, 2009).

**Tagging** is a process of attaching keywords to any pieces of content of any media stored on the websites. This Tags providing semantics to content (Tapiador et al., 2006; Lazar, 2007; Levy, 2009). Tagging mostly used in two ways: categorizing of content; bookmarking, in order to let users mark and then find later items of interest. Tagging is already a standard for many blogs, wikis, websites, social medias (Boeije et al., 2009).

**Social Networking** is a feature and a property of every tool described above, because it is based on the ability of use to create web based personal profiles, unique (attached to a particular website) or common (that can be used on other website, for example using OpenID of FacebookID). And so interactions in web between owners of these profiles, such as contributions to wikis, comments on blogosphere posts etc., creates relationship between people (Tapiador et al., 2006).

Table 2.1 summarizes the characteristics of the Web 2.0 tools the main functions of each of them. Those functions were defined by Blinn et al. (2009) as Authoring, Sharing, Collaboration, Scoring and Networking, which are related to the general principles of Web 2.0 defined by McAfee (2006) and others.
Table 2.1 Web 2.0 tools (adopted from Blinn et al., 2009)

<table>
<thead>
<tr>
<th>Web 2.0 Tool</th>
<th>Description</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Networking</td>
<td>Maintenance and building of contacts</td>
<td>Networking</td>
</tr>
<tr>
<td>Tagging</td>
<td>Collective indexing or tagging of existing context to ease the indexing of content</td>
<td>Sharing, Scoring</td>
</tr>
<tr>
<td>Wiki</td>
<td>Collection of websites, that can be edited by every user</td>
<td>Authoring, Sharing, Collaboration</td>
</tr>
<tr>
<td>Weblog, Microblog</td>
<td>Web-based communication medium, that is determined by the following characteristics: chronology (of posts), actuality (of event described or opinions), interaction (comment function); relations (links to other blogs, people)</td>
<td>Authoring, Sharing, partially Networking</td>
</tr>
</tbody>
</table>

2.4.3 Social learning technologies

Leo Vgotsky in 1978 defined social learning as a process of interaction by learners with their environment, those in the environment and their peers. In that time social learning mean face-to-face dialogue where people came together and learn through the experience that they shared. With online tools this learning community has become an online community (Saba, 2013). On picture 2.1 provided the history of social learning technologies development and evolution.

Figure 2.1 A brief timeline of Social Media evolution (Saba, 2013)

Social media technologies provide access to many platforms which involves users to interconnect in real time through global networks. Social media technologies are
becoming a source from individuals to organizations which want to increase their knowledge performance. Collaborative innovations attract the potential profit to organizations (Saba, 2013). Figure 2.2 provides an information about advanced social technology user and about ones interaction with people through internet.

Figure 2.2 Social Technology User (Saba, 2013)

Consequently company’s learning leaders looking for creation of specific online learning communities where users can share experience and information or some creative platforms for collaborations and innovation. This sharing is performed in a virtual platform, and it allows users to capture data and analyze information in more efficient way. Social learning is a social media environment, which transforms collaborative knowledge to interactive learning and sharing environments with sociocultural interaction, which underlies generation and customization of new ideas, which can result in great benefits for organizations (Saba, 2013).

2.5 Knowledge sharing in organizations

Many organizations are working to maximize benefits provided by social learning. Knowledge is declared as a most important main asset of modern organizations, also organizations have to create and transfer knowledge within an organizational context (Wenger, 1998; Kogut & Zanger, 1992). Sharing is the most important in companies as a creation and transferring, it makes knowledge reusable, sharing of knowledge must be voluntary activity to making information available to each other (Mansour, 2011).

According to Haas & Hansen (2005) there are two types of sharing information in organizations:

- Direct contact – individuals contacting through advice or conversation;
Written documents – Information shared through written documents and stored in the form of papers or electronic repositories.

Knowledge sharing process depends from different situations, processes and objectives for some knowledge is being shared (Mansour, 2011).

In general, Web 2.0 include using of social media tool for improving knowledge sharing process between firms and customers and can be adopted by companies those platforms (McAfee, 2006). According to Gordeyeva (2010) there are few characteristics for these platforms:

- searchable content;
- ability to build links by users;
- traceable authorship and changes;
- tags-based content classification.

There are 2 types of using Web 2.0 in organizations:

1. Internal applications, they are related to internal communication between employees and focus on improving business processes (wikis, blogs, etc.)
2. External applications, they are related to external communication between firm and customers, partners, distributors and used to involve business (Kim et al., 2009).

Traditionally organizations has intranets, data warehouses, and other static repositories, which allows the storage and retrieval of information in the form of reports, presentations, best practices or other information (Boeije et al., 2009). But these solutions usually fail with the providing information attended with the line of reasons, background etc. Thus, explicit knowledge (knowledge that can be easy accessed, stored and codified in our case – reports, end products, standard operation procedures) is insufficient (Tuten, 2003). Tacit knowledge (kind of knowledge that is difficult to transfer to another person) is important aspect for the sharing knowledge as explicit (Jakubik, 2007). According to McAfee social software that using for knowledge sharing can improve the situation with information exchange process (2006). Social software is supporting the creation of content, structuring information and prioritizing it (Boeije et al., 2009).

The effect of organizational context on knowledge sharing was examined by a number of authors (King, 2006; Kankanhalli et al., 2005; Bock & Kim, 2002; Hsu et al., 2007). In those studies authors identify different cultural dimensions that has influence on knowledge sharing, it norms and practices (De Long & Fahey, 2000), organizational climate of competition or cooperation (Willem & Scarbrough, 2006; Wang & Noe, 2009), and trust. According to (De Long & Fahey, 2000) culture has a significant influence on sharing behavior:

- it defines what knowledge can be controlled individually and what should belong to an organization;
- it influences what is considered useful and what is important knowledge in an organization;

- it creates a base context of communication, rules for discussing particular topics or approaching seniors in hierarchies, and communication and collaboration among peers;

- it defines how knowledge from external sources is perceived.

Management support of knowledge sharing initiatives has a positive influence on the sharing intention (Connelly & Kelloway, 2003). Introduction of different rewards systems in organizations has been suggested to motivate the sharing behavior (Hansen et al., 1999; Wang & Noe, 2009). There are different ways of motivation – intrinsic (recognition, respect, etc), extrinsic (higher salaries, bonuses, etc). There recommended to balance the types of motivations and use management influence very carefully, because in any case sharing their personal knowledge should be a voluntary action of every person (Wang & Noe, 2009).

Also, less centralized organizational structure will help assist the knowledge flows, in the same manner as open space working places (Hansen et al., 1999; Yang & Chen, 2007; Argote et al., 2003). Different studies suggest to organizations better to create opportunities for employee interactions to occur and employees' rank, position and seniority should be made less important to improve knowledge sharing. So, organization properties, social networks, their connections to other firms affect learning and knowledge transfer (Argote et al., 2003).

Figure 2.3 Web 2.0 Layer (Boughzala, 2012)
To summarize all information about principles of Web 2.0 and its tool we can be demonstrated collaboration between people on figure below created by Boughzala in 2012 in his book “Knowledge Management 2.0: Organizational models and enterprise Strategies”.

2.5.1 Knowledge management systems

Companies recently have started to improve knowledge management initiatives by making strong investments in implementing of Knowledge Management Systems (KMSs) (Hahn & Wang, 2009). Different IT systems are implemented to enhance the organizational processes and support of knowledge sharing, creation, storage and application (Alavi & Leidner, 2001). This class of information systems is also known as Knowledge Management Systems. KMSs can be base components of knowledge sharing in an organization (King, 2006). The general model of knowledge sharing process is shown on the Figure 2.4.

Also, different organizations have different needs in knowledge management. The selection of the needed knowledge sharing process inside of organization depends on such factors as type of knowledge, the routine and frequency of the sharing process itself, and the knowledge receiver (individual, department, group or the whole organization) (Riege, 2005). Alavi & Leidner (2001) stated that chosen type of Knowledge Management System depends on the perspective of knowledge in organization, as an object to be stored, as a process of applying expertise, or as condition of access to information. According to these views there are two major models of KMS identified in the information systems literature: the network model and the repository model (Kankanhalli et al., 2005).

![Figure 2.4 – General model of knowledge sharing (Hendriks, 1999)](image-url)
2.6 Factors affecting social knowledge sharing

In last years there were published a lot of researches which aim to discover the factors which affecting knowledge sharing in companies (Riege, 2007). This section provides an overview of theories and knowledge sharing barriers.

There are many factors which affect social and knowledge sharing and many of them were highlighted in previous researches. There are three main categories of these factors technological, personal and organizational (Ardichvili et al., 2006; Cross et al., 2001; Lukasova & Novy, 2004; MdShiful & Rajib, 2014; Riege, 2007; Weber & Berthoin, 2003).

According to Riege (2005) factors which affecting knowledge sharing divided into categories which were mentioned below:

Technological factors:
- absence of effective and easy to understand training can make the introduction and adoption of new systems hard and discourage employees from sharing their knowledge using these systems. Lack of training making employees to not fully understand the system and benefits it can bring through its features and functionality;
- the knowledge sharing systems must be designed according to the needs of target audience and they should adopt technologies appropriate for the tasks of employees. The system should be intuitively understandable within all departments of business. Employee should be able to share his knowledge with minimum efforts, without any barriers that can be caused by badly designed systems.

Personal or human Factors:
- lack of trust in knowledge sharing process or integrity of the system, as well as lack of trust in one or more colleagues;
- fear of losing personal influence within peer or social groups in company, which can be treated as having negative effect on personal position or even stability inside of the company;
- the fear that sharing knowledge with wide audience cannot lead to expected personal career and peer status benefits.

Organizational Factors:
- lack of good leadership and control of the knowledge sharing process can lead to reduced interest and contribution of the employees, due to feel that this process serves them, or company, but without any benefits;
- employees feels that benefits from contributions are little or no reward in return from company, so this makes them to feel that process is based on a favor to company, putting them in a weakened position.
2.7 Summary

This chapter provided related theories for the research. There are Web 2.0 and Social learning. According to the Boughzala principles of Web 2.0 are: user-generated content, network effects, collective intelligence, bounded collaboration and leverage the long tail. The main definition of Web 2.0 used in this work:

- interaction and collaboration of the people Collective of internet users generate a large amount of material. This means that Web 2.0 is the reorientation of the Web;

- users with devices able to create web-services and applications, constructed as predetermined models. This means that Web 2.0 transforms Web into platform connecting all devices (2012).

In this chapter were indicated main tools of Web 2.0. There are: wikis, blogs, tagging and social networking. Also, in the chapter was defined social learning in organizations. There are: direct contact and written document.

Few characteristics were established for the social learning platforms. There are: searchable content, ability to build links by users, traceable authorship and changes, tags-based content classification.

Also, in this chapter was discussed the general model of knowledge sharing process and phenomenon of communities of practice and their fundamental characteristics. There are: domain, practice and community.

In the last part of the charter were discussed common groups of factors which are influence on employees in the companies. They are: Technological factors, Personal or human Factors, Organizational Factors.

These theoretical concepts were useful to build the road between academic world and industry business. The reflection on the theoretical framework and social sharing is presented in the Table 2.2.
Table 2.2 Interview Guide

<table>
<thead>
<tr>
<th>Concepts</th>
<th>Questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge</td>
<td>How do you understand the term “knowledge”?</td>
</tr>
<tr>
<td>Knowledge Management</td>
<td>Does your company have a Knowledge Management department? Does your company have a Knowledge Management department? How do you learn from past experience and how do you use these lessons? Did your company apply Knowledge Management tools as people-to-document or one-to-one approach? Did your department formalize the evaluation after some exceptional cases or projects? Follow up question: (1) Is this evaluation posted or published somewhere on public space? What type of knowledge do you often need, is this some documents about some products, customers or anything more specific?</td>
</tr>
<tr>
<td>Tacit and Explicit Knowledge</td>
<td>Do you have mentoring in your department? Follow up questions: (1) How new employees are mentored and trained? (2) Are they only read documentation or mentored by more experienced ones? (3) Are they trained in free time of experienced one or in their working hours? How do you share your knowledge with your colleagues? Do you ask people about some information? Follow up questions: (1) What situation bring to this? (2) How they share it with you? Are your colleagues sharing knowledge with you? Follow up questions: (1) how they do this? (2) Is this their initiative? In what situations do you feel that you have lack of knowledge in your work?</td>
</tr>
<tr>
<td>Web 2.0 and Social learning</td>
<td>Are you using some web-based services for sharing knowledge (useful information)? How can you find needed information in your work? Is there some public storage or you’re searching through the Internet? If you have Wikis or Blogs in your company – would you be an active user of them? In case if there would be implementation Web based knowledge sharing system will you personally take part voluntary? Follow up questions: (1) What information will you add?</td>
</tr>
<tr>
<td>Knowledge sharing in</td>
<td>Are you satisfied with current situation of knowledge sharing in the Company? On your opinion, what can be improved in the knowledge sharing inside the Company? Is your company stimulating you for sharing your knowledge somehow?</td>
</tr>
<tr>
<td>organizations</td>
<td></td>
</tr>
</tbody>
</table>
3 Previous Studies

The aim of this chapter is to light the previous researches about factors which influence a social learning in companies.

This research is focused on investigation of Service-X and factors which affect the social knowledge sharing process. The goal of the thesis was considered and determined by research questions and previous researches in similar areas. There are a lot of studies published in field of Informatics regarding social sharing and knowledge sharing at all. Study is focused on few researches to bring a light for the most important of them.

They are:

1. Motivation and barriers to participate in virtual knowledge-sharing communities of practice. In Journal of Knowledge Management (Ardichvili et al., 2003);

2. Knowledge sharing behavior and its predictors (Tohidinia & Mosakhani, 2010);


In this chapter were discussed four studies which are focused on the similar topic as this research.

Research №1 (Ardichvili et al., 2003)

In this study factors that motivates employees to share their knowledge with others colleagues were discussed. Also, there were discussed barriers which reduce the collaboration between people who are communicating remotely. The research was done with use of qualitative methods. The researchers interviewed people from Caterpillar Inc. to investigate how virtual communities influence on knowledge sharing in the company. The study focused on determination of factors which influenced individuals and whole community. The base for this research was “Communities of Practice” and their communication behavior and relationships. These communities were communicating remotely through typical Internet-based services with small face-to-face communication. The team had an access to communicate with other team members and participate in group meetings. Meanwhile this research was made in the early stage of social media development it may be considered as early realization of the online community of practice in the company.

Results of the research (pp. 69-75):

- Motivation. According to the results, most of employees prefer to share their knowledge with others when they saw some benefits, doesn’t matter personal benefits of for the
whole community. The thing, that newcomers should be introduced to the communities at early stage and mentored by senior members – almost in informally form. Either authors identified the importance of business culture in motivating social knowledge sharing as well as cohesion of the community.

- **Barriers.** According to the authors – trust is the main barrier in knowledge sharing between workers. The workers were afraid if the information which they post is acceptable in the company due to lack of understanding of the processes in the company. Also, interviewees found that ways of usage their knowledge were unclear. The researcher suggested that this is a result of unstructured management guideline.

The main goal of the research was to create knowledge sharing platform and remove barriers of knowledge sharing process in the company (p. 76).

**Research №2:** (Tohidinia & Mosakhana, 2010)

This research reviewed factors that affect knowledge sharing behavior in organizations environment. Iranian oil industry businesses ICT employees were asked to complete 502 questionnaires. This demographic was chosen because the aim of the study was to investigate successful and efficient infrastructure and track knowledge sharing across units within the individual organizations (p. 616).

Use and effect of social media technologies is not widely discussed in the study, but ICT tools included Web 2.0 technologies and so relevant to this work. Study shows different organizational and individual knowledge sharing encouragers. According to study self-efficacy and mutual relations between members of the group had a positive effect on the attitude towards knowledge sharing. The internal cooperation climate inside of organizations is shown as aid for knowledge sharing process. Authors consider that there is a need of further research of cultural influence before any precise conclusions can be taken from their study (pp. 617-623).

**Research №3:** (Paroutis and Al Saleh, 2009)

The third study involved conducting qualitative research into the determinants affecting the employee exchange especially when using Web 2.0 knowledge. It focused on international company TechCo where authors conducted 11 interviews, from them authors identified four key determinants of knowledge sharing, which can be as barriers or motivators for employees to use social media tools for knowledge sharing (pp. 57-60).

These four determinants are:

- **Employee expectation** if expectations are positive – they encourage employees to share knowledge, and vice versa if expectations are negative or skeptical – they prevent employees from sharing their knowledge with someone.

- **Trust** The integrity and quality are one of the most valuable and important factors in the knowledge sharing. Those who suspect social media tools in unreliability or that their
shared knowledge can be misused are less likely to contribute to knowledge sharing systems. Users who not trust to the resources less likely share their knowledge with others (p. 60).

- **Organizational and management support.** Managerial support can be useful in order to achieve goals of knowledge sharing, for example inspiring by explaining benefits of social media tools, training employees and even rewarding them for most active participation (p. 60).

- **Historical Influence.** Interviewees representing older generations explained they would prefer traditional communication (for example: face to face) instead of adapting to new social media tools (p. 58).

- **Expectations of employees.** Effective communication and knowledge sharing stimulate workers to share knowledge. Otherwise the skeptical and negative expectation prevent employees to share their knowledge (p. 59).

- **Support from organization and management.** There are a lot of ways to encourage employees, for example trainings, benefits and rewarding (p. 60).

According to the authors important support from management to increase the knowledge sharing and encourage workers with some benefits. Paroutis & Al Saleh accented that trainings should be a part of motivation procedures of company. Without these support from management employees not motivated to use any social media and share their knowledge (p. 61).

Research №4 (Moshari, 2013)

The fourth research aims to discover issues in Malasian organizations. There are a lot of Malasian companies applied Knowledge sharing strategies to their processes. These organizations constantly search for new ways to improve social sharing in their companies (p. 5). But still there are some factors and issues influence KS process. This study investigated 60 large and medium companies in Malasia (p. 7).

Author highlighted 5 main groups of issues regarding Knowledge Management. They are:

- **Employee factors.**

  Luck of trainings – without professional trainings it’s impossible to share knowledge effectively (p. 6).

  Team work – companies which have a team-oriented strategy are more successful in KS than who has more modern technical systems but without effective team work (p. 7).
Involvement – all workers should assist and contribute to achieve targets and objectives of organization. The involvement of employees is important for the success of the company (p. 7).

Empowerment – making an employee freer with decision making and independence of the work activities. Author claimed that employee empowerment is the key factor of KM success in the company (p. 7).

- **Management factor**

Leadership, commitment and support are important for successful implementation of Knowledge sharing implementation. Managers should support employees rather than trying to control them (p. 7).

- **Organizational factor**

Culture of organization influences employees and “reflect the importance that company leaders attribute to the use of information in achieving success” (p. 7).

- **Technological factor**

Information system infrastructure – there are two key steps of establishment the good working Information system (IS). The first one is usage of the network technology infrastructure (Internet, communication systems), the second one is creation of information system (databases, email system) (p. 8).

- **Financial factor**

Return of Investment (ROI) – this is the traditional performance measure. Since the value of this factor can be expanded by the intellectual capital to traditional financial measures (p. 8).

These four researches provided a set of key ideas from what success of knowledge sharing in companies depends and set of factors which influence on this process. These researches focused on the workers within different countries and organizations. Thus, the most of studies highlighted key factors to broader understanding of Knowledge sharing in organizations.

According to the researches which were described above the most important factor is personal benefit of workers (Ardichvili et al. 2003; Tohidinia et al. 2010; Paroutis & Al Saleh 2009). Technological factor has more influence on knowledge sharing than others. A contribution of the worker depends more from one’s personality and organizational factor (McDermott, 1999; Paroutis & Al Saleh, 2009).
4 Methodological Consideration

The aim of this chapter is to argue for all research phases developed in this research. It will start with an explanation of the justification of the flexible design approach. Further, it explains research method selection, differences between qualitative and quantitative research. Next stage is explanation of the method through presentation and discussion of the process of methodological consideration, data collection and analysis. The last one part describes ethical consideration of the work.

4.1 Role of the researcher

As mentioned before this is a qualitative study and it is conducting interviews with participants. As an interviewer and researcher, researcher had conducted interviews and analyzed raw data. Also researcher transcripts the raw data into categories.

4.2 Philosophical Position

This research will examine current situation in big enterprise company at IT department. Sharing of tacit knowledge can be figured as the process. Social constructivism was applied, because it is based on interaction with individuals, focuses on specific context in which people live and work and understands historical and cultural settings (Creswell, 2009).

Social constructivism was selected as a philosophical worldview for this research. Social constructivism worldview emphasizes the importance of culture and context in understanding what occurs in society and constructing knowledge based on this understanding (Derry, 1999; McMahon, 1997). This perspective is associated with many theories, most highlighted in the developmental theories of Vygotsky and Bruner, and Bandura's social cognitive theory (Shunk, 2000).

Assumptions of Social Constructivism are based on specific assumptions about reality, knowledge, and learning. To understand and apply models of instruction that are lies in root of the social constructivism perspectives, it is important to know the premises that underlie them.

Knowledge: in social constructivism, knowledge is a human product, and is socially and culturally constructed (Ernest, 1999; Gredler, 1997; Prawat & Floden, 1994). Individuals create meaning through their interactions with each other and with their living environment.

Reality: Social constructivism believes that reality is constructed through human activity. Members of a society together invent all the properties of the world (Kukla, 2000). For the social constructivism, reality cannot be discovered: it does not exist prior to its social invention.
Learning: Social constructivism views on learning as a social process. It does not take place only within an individual, nor is it a passive development of behaviors that are shaped by external forces (McMahon, 1997). This means that learning occurs when individuals are engaged in social activities.

Instead of focusing on methods, researchers with this worldview emphasize the research problems and use all possible approaches to understand the problem (Rossman & Wilson, 1985). It is important to focus attention on the research problem in social science research and then use pluralistic approaches to derive knowledge about the problem.

4.3 Research method selection

My main research question is “Which factors affects the process of social sharing within an industry firm?” As far as current situation is examined research will have the follow up question “How the situation can be improved with Web 2.0 tools?” This is study of employees’ subjective experience and focuses on only IT workers in big company, a qualitative research is most applicable to this research.

For this research was chosen Flexible design. This design is respectable and acceptable research design based on methods generating qualitative data. There are three main design traditions within flexible design research which relevance with real world studies: case studies, ethnographic studies and grounded theory studies. Fixed designs usually concerned with general tendencies and aggregates and it is cannot niceties of individual human behavior (Robson, 2002).

According to Verschuren et al., there are two types of research: theoretical-oriented (focused on developing of testing theories) and practical-oriented studies (focused on developing, testing and evaluating practical problems (2007). The research to be done can be primary defined as practical-oriented study. The objective is to develop a set of recommendations to the Company which describes factors which affect normal social learning in big companies based on example of one company and possible changes of the process which brings to social sharing practices.

According to Creswell “Research Design Qualitative, Quantitative, and Mixed Methods Approaches” Qualitative and Quantitative can be identified as two different approaches. Quantitative approach associated with statistics and amounts usually it’s used with large amount of data and participants that gives us statistically perspective of phenomenon. Typically research methods for this approach are surveys. Despite of quantitative, qualitative approach has smaller target groups and focusing on individuals. Research questions typically are “how” and “why”. Interviews and observation sessions are common methods, also researcher collect data from words and objects. Qualitative research generates a large amount of data without or with less of context, qualitative research to be meaningful have to analyze data through the context. (2009)

Also, according to Colin Robson “Real world research” (2002) and his explanation of theory choosing – non-numerical data will be collected and qualitative strategy is most correspond as a flexible design.
4.3.1 Research Strategy

This research has been investigated the situation in big enterprise company A, from different document sources and interviews with deep analysis of situation, the Case study research most applicable to this work.

Case studies, the researcher explores in depth process or phenomenon with the context of different data sources, this mean researcher have to collect detailed information using a variety of data collection sources. The case or cases are bounded by time and activity (Stake, 1995).

According to Yin: “Case study is a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence.” Case studies are not necessarily individuals case study it can be done on a group, on an innovation, on a program and on a lot other things. In this work type of case study: Studies in organizations and institutions – studies of companies, universities, schools, unions etc (2003).

Case study based on the constructivists paradigm and usually seek answers for the questions “how” and “why” with accent on situation, phenomenon or process (Yin, 2003). Case study is the research strategy which concentrates on insight of the dynamic in real-life (Eisenhardt, 1989).

The following items are actual for this research:

- selection of single case (or small related cases);
- data collection: documents, interviews, observations;
- data analysis: description.

There are set of different types of case studies and according to the stated above

– Descriptive case study was chosen (Baxter & Jack, 2008) which was done in one organization.

Design of the study was include: study questions, units of analysis and strategies for analyzing data.

The research was investigating different situations that appear at the normal workflow and their direct impact on the performance of the specialists. The strategy of the research in this study which is interviewing IT specialist, planned number of interviewers is 7-12. Also there planned some observation sessions and procedures review.
4.3.2 Case selection

Very important to choose the case which most likely will illuminate the research question (Yin, 2003). By studing industry firm with IT department research sets the case where knowledge is the main resource in department and transfer of knowledge is very important. This case is most suitable since the aim of the study is the tacit knowledge transfer. Single-case design was chosen and this rationales with Yin’s (2003) recommendation. The company which was chosen for the research is a global company with wide experience on the market. Due to this this company has a big amount of tacit knowledge to share between workers.

The company Service-X is a worldwide industry firm which has more than 48,000 workers, operations in over 30 countries and sales in over 130 countries. The main service is the production. But company has 4 business centers which operates with finances and IT sector based in 2 service centers in Ukraine and Russia which includes 32 employees. Employees are aged between 20-50 years.

IT departments are faced with big amount of information every day. IT worker have to know a whole process in the company in different departments like OTC (order-to-cash), PTP (produce-to-pay), Complaints etc. to give the right access in different programs, for example: SAP, 1C, folders on the share disk, development tools. Also IT worker must know if new joiner comes to company. IT department have to know where it can find the information about new employee to create for him a new account on computer and in different programs. The knowledge management department was established only few months ago and currently only one person per business center is managing whole process of knowledge sharing. His aim is to check the SOPs (standard operation procedure) and manage sharing between employees in business center.

4.4 Data collection

Primary and secondary data - there are two types of empirical data when carrying out research (Malhotra, 2010).

Primary data include interviews, observations, checking, etc. Secondary data was collected by someone other - prior documentation and information from previous research. Both the primary and the secondary data was used by the researcher to collected required data.

The research data was collected from semi-structured face-to-face interviews and questionnaires, authors’ personal workflow observation and by studying present procedures. The main role of the researcher is to be complete observer. (Creswell 2009, p.179).

Between interviewers there would be different tiers of specialists from the least experienced to the most experienced. The type of the interviews is face-to-face interviews. The interviews was contain several planned questions and some additional questions that was not planned in advance. Most of the data was collected by interviews
90% and 10% by studying documentation. The type of the interviews is face-to-face interviews. Researcher has been used interviews and documentation analysis as my primary sourced in this research.

Secondary data like articles, books, and models was played an important role in research in the construction of questions, determining theories and models, which was used for the interviews and master thesis.

The secondary data was gathered through documents. Researcher has studied some documents of the company to get more detailed insight of the processes and strategies. Typical documents are instructions for new joiners and organizational papers to understand the structure of departments.

4.4.1 Participants

The target group of this study was IT workers, this was because I assumed that they needed to have a continuous learning process in order to keep up with updates in company and informed about old and new processes. Participation was voluntary and all the informants were informed that they could withdraw from the study without further explanation. I have interviewed 8 employees that I categorized as IT specialists. They work as technical specialists in the Technical Support and Internal Control. The age of participants was between 22-35 years, two of them are women, and all employees working in company between 3 months and 5 years.

Researcher has recorded and transcribed these interviews, and stored on one’s computer and my work placed at Diva, Linnaeus University.

4.4.2 Interviews

The interview is the main method for this research because it can be easy managed and it focusses on personals and their full opinion. In the case study surveys not fully suitable because can’t cover all variants of situations. The strengths of the interview are that it is focus on case study topic and can give for the researcher understanding into how the respondents perceived the situation (Yin, 2003). Also, face-to-face interview is a flexible way to find things out (Robson, 2002).

Interview is one of the methods of qualitative data collection, it can be used to explore the views, opinions, reactions or other experience of individual participants. Interview is a type of conversation. The job of interviewer tries to get interviewees openly and freely. It is using in social researches and there are many different types. Interweaves can be used as a primary or only as a one method for the research. Length of interview is very important, anything under half an hour is unlikely to be valuable, and also anything going much over then hour is unreasonable for busy interviewees. (Robson, 2002).

In this research has been decided to use the semi structured interviews with participants. Because it uses mainly open questions and it can be easy to manage the structure of the process. This type of interview is usually used in flexible design as primary in combination with others or only approach. It includes: introductory comments, list of
There are three main types of interviews:

1) **Fully structured interviews** - mainly verbally administered questionnaires in which questions are predictably written and they asked in one constant order to each participant. They are usually quick and easy to manage and analyze. This type can be used when there are a large number of interviewers and when there no deep investigation is required (Robson, 2002).

2) **Semi-structured interviews** - contains several main questions that are predictably written in order to help and reveal areas that will be explored, but unlike structured ones they allows the interviewer or interviewee to diverge in order to get more details on idea or an answer. (Britten, 1999). Compared to structured approach this type of interviews give much more flexibility and can help to discover important to participant information that previously was not planned as valuable by research team (Robson, 2002).

3) **Unstructured interviews** - do not reflect any connected theories or prepared ideas and performed with little or without organization (May, 1991). Such type of interviews can be started from any “general” question like “What your experience in something is?” and them according to answers and expectation of both sides can bring to explorations of any data which is needed by one or both sides. The difficulties of this type of interviews are that they are very time-consuming and they are not easy to manage and analyze, but they allow reaching almost any “depth” of the investigation (Robson, 2002).

The purpose of the interview lies in the obtaining deeper data then quantitative methods allow, and investigate almost any aspect of participants’ life. But however there are always some risks, for example some interviewers can give not really fair answer for some reasons, such as incommodity, personal unlikeness or even will to effect on results of the study.

All interviews were audio-taped. According to Robson “the tape provides a permanent record and allows you to concentrate on the interview” (2002).

4.5 Data analysis

Eight interviews were audio recorded, translated and transcribed. All collected interview material was translated into English, as interviews were on English, Ukrainian and Russian, which are native languages for participants from different departments in different countries. Based on the literature review, expected themes are – advantages of WEB 2.0 knowledge sharing software compared to current knowledge sharing methods, disadvantages expressed by the participants, suggestions for improvement.

There are four stages were in interview analysis:
1. Translation and Transcription – all interview was translated into English for the simplifying analysis in the research. Also, recordings of interviews were transcribed and summarized;

2. Coding – all interviews were coded according to Lichtman’s scheme described in Qualitative Research in Education, Chapter 12 “Making Meaning from your Data” (2013). There was established correspondence between phases in all interviews and the research question. Some of codes were correspond to the research question and used in extracts, some of codes were with positive or negative meaning. Despite of that not all codes related for this research it can be used for the future researches.

3. Comparison – codes were compared and grouped thematically according to the themes.

4. Generalization – after comparison all categories were organized to the groups according to their internal meaning and relation.

When the material was collected and translated, researcher has read interviews several times. And according to Lichtman (2013, p.248) process of analyzing data is the process of categorizing and organizing. It begins from categorizing material into codes. When all interviews coded, codes must be organized, categorized and unified. From 100 codes I gotten 20 categories and after those categories was organized into four concepts.

The large quality data was collected in period of interviewing, which is why descriptive data analysis was selected during this research work to summarize data and to bring light to most important moments. (Chris Hart 2005, p.121).

According to Meriam, data collection and data analysis must be synchronized in qualitative research (1998). Qualitative research’s data analysis is grounded on approach that used in analyzing data collected via interviews and observations. The first stage of data analysis lies in organizing of collected data after each interview or observation session. Using this approach can give some reflection on the quality of collected data and help to improve next session. After finishing collecting full data from all sessions complete analyzing of all data is expected.

4.6 The criteria for quality in qualitative research

In order to judge the quality of any empirical social research it is common to consider it from perspectives of validity, reliability and generalizability. In this section will be discussing these aspects regard to the research study.

4.6.1 Validity

According to the Cresswell (2009, p.192): validity of the study way to be sure that all procedures and precautions are taken to ensure that the findings are accurate. Hart defines validity in this way “ensuring that you build into your research sufficient robustness to have the confidence to make generalizations” (2012, p.334). Validity of qualitative research is seen as strength, but it is used to suggest determining whether the findings are accurate from researcher's the point of view, the participant or the reader (Creswell, 2009 p223).
Following steps were made to *improve validity*:

- At first influence as the researcher was clarified according to Creswell statement (2009, p.192) “self-reflection creates an open and honest narrative that will resonate well with readers”. Then “peer debriefing”, that means that to ensure validity by “enhancing the accuracy of the account” (Creswell 2009, p.192) second person will review and analyze the research.
- Due to qualitative research method was recognized the risk of subjective judgments of data analysis and data collection. According to Yin this risk can be mitigating by using a combination of interviews and documents (2003).
- And at last to maximize validity of the research if during research information which contradicts study evidence will be found, then all “negative or discrepant information” will be presented, and so “the account becomes more realistic and hence valid” (Creswell 2009, p.192). Data was collected from interviews to be sure that findings are accurate.

*Internal validity* according to Yin, is “establishing a causal relationship, whereby certain conditions are shown to lead to other conditions, as distinguished from spurious relationship” (2003).

Internal validity can be improved in case of consideration relationships between theoretical and empirical findings. To mitigate the risk of misunderstanding all summaries and conclusions made from interviews were send to participants for approval.

*External validity* according to Yin, is “establishing the domain to which a study’s findings can be generalized” (2003).

Due to choosing a single case study external validity may be limited. This validity may be increased by generalizing of the results (Yin, 2003). Interviews were conducted from different specialist in IT department which make results of research closer to differentiation in opinions and can be make a comparison of participator’s mindset. The research investigates social learning in big company so may be interesting to other researchers and professionals from different backgrounds.

4.6.2 Reliability

Reliability according to Yin, is the “demonstrating that the operations of a study – such as the data collection procedures – can be prepared, with the same results” (2003). Also, Hart defines reliability in this way “observation or a test can be repeated and it consistently results in very similar outcomes” (Hart 2012, p.349).

*Reliability can be improved* in case of interview guide was created and also accessible on Google drive if some of employees not has enough time for the personal interview or want to be prepared before interview. All interviews were recorded, translated and transcribed, coded and structured. Interviews are the result of person’s experience, mindset background knowledge and opinions.
The strategy was used to verify the reliability - consists of having a well-documented procedure and also by collecting and analyzing data concurrently.

For improving reliability of results and interview analysis on all stages of analysis was periodically checked the coded transcripts to ensure that researcher still agree with coding manner.

4.7 Ethical consideration

According to Walsham (2006) in conduct of research appear a lot of ethical issues and tensions, especially due to involvement of human participants and in organizational context. There are many written social science literature in this area but it not offer answers on ethical questions in context of empirical work. There are three main issues regarding empirical studies:

1. Confidentiality and anonymity,
2. Working with organization,
3. Reporting in the literature.

Confidentiality and anonymously in research is very important. Walsham discussed some ethical tensions according to anonymously and in first one recommend not identify participants by name or position (2006). When there are people involved in the empirical research many ethical tension need to be addressed.

During the data collection, more precisely during the interview process anonymously and confidentiality were primary aspects.

- the research interviewers were work in company in IT department on different levels and contacted and informed about the research, its purpose and asked for permission to perform the interview in the office. Permission was obtained from participants;
- interviews were voluntary and were done in stand-alone office one-to-one with each participant;
- all interview were recorded but after translation into English and codification were deleted from my computer;
- all participants’ names is kept anonymously, only main positions, of the participant are accessible, specific name of positions were deleted (for example, Junior IT specialist);
- participants signed an agreement for collection and using their interviews for the research;
- interview records not accessible for Company’s management. The participants of the research were informed about its findings.

Also, was used some organizational documents to obtain more understanding about the current situation and about the case. The management informed about it and agreed to publication in this work parts of text, pictures and diagrams but without name of the company also company can’t be identified in context of the text.
5 Empirical Analysis

This chapter presents the findings of the empirical analysis from descriptive case study about the knowledge social sharing with using tools from web 2.0 approaches. The aim of this study is identify factors that have influence on social sharing in company and produce the list of recommendation for mitigation of negative sides with applying principles of Web 2.0.

The data consists of 8 audio-recorded interviews. For analysis of the interviews, has been used the book “Qualitative Research in Education” chapter “Making meaning from your data”. In this chapter was given the answer on first part of the research question “What factors affect the social learning in companies”. During coding and analyzing the interviews following categories of data that were highlighted, presented and analyzed:

1. Knowledge sharing system
2. Time factor
3. Organizational Culture and Climate
4. Personality and circumstances

Firstly I will present the factor and a small elaboration on the context of this category in Company today with extracts of interviews. In second part of each category was presented analysis with summarization of findings.

5.1 Absence of Knowledge Sharing over Social Networking Systems

One of the main factors that influence the social knowledge sharing is absence of systems that allows employee to do this even if he wants to. Knowledge sharing is one of the most important aspects in knowledge management, especially for enterprise organizations. Sharing of the important knowledge to the right people in the right moment can maximize effectiveness of the company’s knowledge and bring countless benefits.

The social network sites are a basement of social interactions. Using them employees have ability to access or share important knowledge right in time. In 2001 in their study Rob Cross et al. concluded that knowing that other has required information is not usable until you have access to this information in the required moment. Social networking systems give users ability to share information in user-friendly and comfortable way. Extract 1 is taken from an interview with Technical support specialist, called here interviewee 4. In this extract the need of knowledge for everyday work and ways of knowledge sharing are discussed.

Extract 1

Question: Do you ask people about some information? What situations bring to this? How they share it with you?

Answer: I often asked my manager or IT managers about who is responsible for specific project and who can help with realization of my project, who is responsible for budget and procedure, who can handle access rights for service, and all this communication was
held via email and resulted into delayed response time and long waiting. We had many different WEB portals in our company, but it is mission impossible to find who is responsible for certain one.

Question: Are your colleagues sharing knowledge with you? How they do this? Is this their initiative?

Answer: I was an experienced employee with big knowledge baggage and many new procedures were developed or tested by me. Colleagues often asked me to help verbally, because of absence of knowledge base. And this resulted into repeating of the same answer for different people. And this never ended. But if there were any shared knowledge base, I could only actualize it and spend much less time for it.

Question: Are you using some web-based services for sharing knowledge (useful information)?

Answer: Our department used only email to shared knowledge, that is very uncomfortable, outdated, and not practical.

In this extract, interviewee says that every day he is facing tasks there he needs information about some processes, project managers and only possible way to figure this out is writing email to certain people what leaded to unwanted delays in getting the information. On the other hand interviewee states that he has many knowledge to share, and, as there is no web portals on which he can just actualize information, he spend a lot of time passing this information verbally to every colleague.

Absence of social knowledge sharing systems leads to lack of knowledge for their employees. Most of interviewees stated that most of the useful information they find through long and uncomfortable searches in the Internet. In Extract 2, interviewee 5, which works for company on the position of SAP specialist, explained possible ways of gaining and sharing information.

**Extract 2**

Question: In what situations do you feel that you have lack of knowledge in your work?

Answer: I need more knowledge about how to use specific stream transactions. This area is very interesting for me, but I’m not very famous with all functionality in details. Usually I finding information using already performed roles, but if there are no any, I search internet.

Question: What type of knowledge do you often need, is this some documents about some products, customers or anything more specific?

Answer: Usually this is a 5th level or internal organization documentations and if I need it, I ask it directly from user, and he or she sends me it via email.

Question: How do you share your knowledge with your colleagues (colleagues from other departments)?

Answer: Yes, usually I share information via “Best practices” portal or verbally. Also I’m updating a portal once a year.
In this extract interviewee highlights that he often needs information to perform his work and only way to find it - ask directly from user or search internet. Also he states that they have “best practices” portal that updates “very often”, for example interviewee updates it once a year.

5.1.1 Analysis

All participants stated that they have lack of knowledge while performing their everyday work, they talked about situations where they need some knowledge or willing to share it. Several participants told that they have lack of information about current business processes and they have no options to get it from other sources. Other stressed about lack of technical information on internal resources.

All interviewees explained that main knowledge sharing channels are email and voice, and that these methods are outdated and impractical. Email communication is slow, sometimes employee needs to wait for an answer for a couple of days. On the other hand voice communication allows for employee to get fast feedback, but it takes time of two employees, one to share information and other to get it. Also one employee can repeat the same information to others for unlimited number of times that can stress him and even lead to an aggressive behavior.

For knowledge sharing part of the participants use shared network drive, this drive is definitely just windows share on one of the servers. They state that despite of advantages that such knowledge sharing method gives it has a lot of disadvantages. Data is not organized in any way and there are no search possibilities, worker can only search by document name and absence of ability of two users to access to one document simultaneously, which is very uncomfortable.

Almost all participants unsatisfied with current knowledge sharing possibilities in the company, moreover all stated that they ready to share their knowledge or even write their own blog in case if such tools will be implemented in future.

5.2 Time factor

According to Weber & Berthoin (2003, p. 354) there are 6 key dimensions of that had an influence for the learning in organizations: the organization’s time perspective, time pressure, simultaneity, synchronization and windows of opportunity, life and learning cycles, history.

*Time perspective*

There are many different perspectives of time for learning in company within an organization, individuals, and departments. But this dimension is very important for the organization as a whole, such that decision-making and learning take place in a manner compatible with the organization-wide time orientation and perspective.

*Time pressure*

Time pressure has mostly negative impact on learning in organization and can actually slow learning, as in case “when the organization is threatened by internal or external forces that paralyze the organization for fear that taking action could risk undesirable
consequences”. As well as learning can be accelerated in case of deadlines or competitive maneuvers in business.

**Simultaneity**

External opportunities or events that under control of organization happen at the same time and at a pace so fanatical that no organization can take advantage of all of them, given final resources and levels of knowledge.

**Synchronization and windows of opportunity**

Organization has a specific time when it is best positioned and open to learning and this dimension refers to this time. The right activity in right time leads to more effective learning.

**Learning cycles and life cycles**

The success of organization depends of time how fast it can complete the circle of learning. For older organizations often it is more difficult to adopting new practices. Just as individuals learn through experience and reflection, organizations incorporate learning cycles into their culture and behavior.

**History**

The opportunities are no better than how an organization applied learning opportunities in the past. This dimension actually captures all other dimensions together as a composite of the influence of time on the ability of organization to learn.

In Extract 3, participant 5 who works as a SAP specialist in the company shows a great example of provided earlier statement.

**Extract 3**

Question: If you had a Wiki or a Blogs in your Company - would you be an active user of them? How they can help you in your daily work?

*Answer: As for me – I won’t be an active user of such systems, because it takes a lot of time to write or read. Maybe in future it would have a development.*

Question: On your opinion, what can be improved in the knowledge sharing inside the Company?

*Answer: Internal video sharing service like YouTube with video instructions for new employees will be very helpful.*

Here it is clearly seen that idea of knowledge sharing is quite suitable for this employee, but time pressure while performing his actual job destroys willing to share something that can be important to others. In Extract 4, his colleague, Interviewee 6 who also works as a SAP specialist confirms statements from Extract 3.

**Extract 4**
Question: Are you satisfied with current situation of knowledge sharing in the Company? What's now made worst?

Answer: There is a special moment, that we have 3-rd party companies, with which we cannot share knowledge or experience. And they also aren’t willing to go on the contact personally. I think this is because they don’t have enough free time for communicating with us.

Question: If you had a Wiki or a Blogs in your Company - would you be an active user of them? How they can help you in your daily work?

Answer: I think no, I think that there is no need personally for me. I think this is just a wasting of time, also I think that there will be a language barrier, for example I couldn’t gain any knowledge on from German part of the office, just because I do not know this language.

Question: On your opinion, what can be improved in the knowledge sharing inside the Company?

Answer: As for my work – there was started interesting project about risk sessions in our work, on which we discussed some certain risk. Person comes and tells us what he does. As for me – I think this is most receptive way of gaining knowledge. You can ask expert a question and receive an answer. Also knowledge forums would be a great idea, for example online sessions where expert shares information and anyone could join.

In this extract, informant confirms value of time that should be spent on knowledge sharing. Also he states that despite of the fact that he thinks that knowledge sharing is just a wasting of valuable working time, he is very sad and disappointed that 3rd party companies aren’t willing to share information with him, because they haven’t enough free time.

5.2.1. Analysis

Time is a valuable resource. This is highlighted almost in every interview session held. Two main factors are present now in the company. At first, experienced employees have great baggage of knowledge, but they also have much bigger load of work because of their roles in the company. Big amount of work means lack of free time, so taking this into account these employees are just not willing to share information, they banally have lack of free time for these sort of action, much easier for them consult verbally other employees without distracting from their main job. As interviewee 5 said “I won’t be an active user of such systems, because it takes a lot of time to write or read.”

On the other hand there are bigger amount of less experienced employees that have big gap in their knowledge and they want to fill this gap, gain knowledge from any source available. According to interviews held - there two main ways of knowledge sharing - via email and verbally. Both this methods actively affected by time factor, for example if employee need to get some document or procedure he needs to spend time trying to find who have this document, then write email to him and wait for an answer. Sometimes it takes up to 3 business days. And sometimes employee doesn’t receive an answer at all. Time passed and knowledge is not gained and job is not done. Verbal communication is usually held face-to-face if employees are in one location or via phone for distant offices,
and here time factors plays its role again, as employee needs to wait for a suitable time to call for distant office, as all of them have their time zones and working hours and spend time trying to explain what knowledge he really needs. Also knowledge holder can be on a vacation or sick leave or just on a very important meeting and unavailable for conversation, and even just not in good mood.

5.3 Organizational culture and climate

Many authors defined concept of organizational culture and climate in different ways. In this research organizational climate and culture match to the feelings of employees on the workplace, their intuitions of the company, and their identification with the company. According to Lukasova & Novy organizational climate is based on the perception of the company by employees - “relationships between people and organization and relation between subordination and super ordination” (2004). Organizational culture consists of worker’s feelings that he/she has at work for example: feel of rules, standards of behavior, management behavior and others. One of the most important factors in social knowledge sharing is stimulation of employee, usually done by some rewards, even not material, for example highlighting employee in weekly or monthly internal newsletter. Next Extract 4 is from interview of participant 3, Release manager.

Extract 4

Question: And last question, is your company stimulating you for sharing your knowledge somehow?

Answer: To some extent, yes, it stimulates, but somehow implementation of good ideas is done very badly. There is a good introduction but not everything is realized. For example we have a portal to exchange the best practices, and at the start the idea looks good, but the stimulation of people to share their work is not as we would like to see. A lot of people, just for the sake of points, obviously give rise to the already dead ideas, because all ideas are valued equally. Also pen is a bad reward for good ideas, and that’s why we have a bunch of dead ideas generated on the enthusiasm, and lack of good ideas. Moreover, the company has no critical thinking, I often say that I decline someone else’s ideas but I have repeatedly warned people that their ideas are wrong, but despite of this they have implemented them and got a bunch of bugs and there is no one to blame, because everybody already got thanked and promoted to positions. And people who came to replace them, spending lot of time to clean garbage. About training, it gives only general knowledge, and in company it’s counted as good that you have passed the training. They want to get a quick and cheap quality specialist, but got cheap and of poor quality specialist. Here are all these instructions are intended to quickly train person banal skills, but not teach to have expert knowledge and standards of thinking. Company does not encourage critical thinking skills and ability to get across the instructions. On the whole, everything holds on the enthusiasm of people and no more.

In this extract interviewee tells a story that company already made some steps toward increasing willing of employees to share knowledge by stimulating this, but did this in not the best way. The only option is to share ideas and practices on the best practices portal, where all ideas valued absolutely equally, even without taking into account the real importance or cost of the idea. When employee has some collected score, (which was stated in Extract 5) he can pen or a bottle opener. This looks quite good for small, not
very important ideas, but is not very reasonable for great ideas or time spent for creating a big article. Another point highlighted by interviewee is that trainings done in improper way too. There is much training, but all of them give only general knowledge, without any specific data, and these results in specialists that have many general knowledge, but have no specific knowledge in any area. Extract 5 is from interview 5, participant is SAP specialist.

**Extract 5**

Question: And last question, is your company stimulating you for sharing your knowledge somehow?

*Answer: Of course, for example the exchange of best practices, there for each practice you are given scores point and when you got some score you can get an opener or a pen as a gift. At each meeting of all BSC people gather and discuss the options for development. In general, we have a department that makes presentations on best practices and provides an opportunity to get credibility among colleagues.*

In this Extract employee provides almost opposite point of view. Meetings meant here are knowledge sharing forums, on which employees can discuss and share something important verbally. The good and in the same side bad side of these forums is that everyone gets the same knowledge, independent of the fact that he needs this knowledge or not.

5.3.1 Analysis

From held interviews it is obvious that organizational culture is not developed in the way to stimulate employees to share their knowledge in the way it should be. Absence of web based tools for social knowledge sharing and absence of willing to invest in these systems leads to inability of employees to share knowledge in easy and friendly way even if they want it. This is mostly important for more experienced employees, who got their knowledge through time and very big efforts and have something to share for less experienced colleagues. According to interviews held all efforts of company to stimulate knowledge sharing ended in implementing a web based “Best practices” portal where everybody can share their knowledge in the form of articles called here “best practices”. For each practice employees gets absolutely equal number of points, independently of the value of this practice. When employee gets certain amount of points as a reward he can get a pen or a bottle opener. Most of the employees considers this reward as a reward that not cost as much as the efforts taken to write an important and helpful article. These results in a portal filled with unimportant, mostly outdated and already dead ideas and articles that were added that just for the sake of points and reward. So all company efforts taken for implementing of such system ended in portal where it is harder from day to day find something really important and necessary.

Other way of knowledge sharing implemented in company on regular basis are knowledge forums, which are held quarterly. Company positions this as a mandatory to visit meeting where important knowledge will be shared. On the fact this meeting lasts 30 minutes and they are just short lectures from managers with short questions and answers sessions.
5.4 Personality and circumstances

Along with factors created by company - there are factors brought to company by individual employees. Their experience, social competences, education, personal characteristics has an influence on their ability and willing to share and get information, in other words - to participate in knowledge sharing process. Moreover these characteristics the influence on organizational climate and culture (Evans et al., 2006).

Also together with personal conditions there are external circumstances that have influence on employee’s willing to take part in knowledge sharing. These groups of factor can be unknown to the company, and usually company cannot influence on them, while trying to improve employees’ approach to learning and sharing. Evans (2006) summarized that there are three person influencing areas - financial, family and health.

In next Extract 6, interviewee 7, who works as a junior IT security specialist in a company.

Extract 6

Question: If you had a Wiki or a Blogs in your Company - would you be an active user of them? How they can help you in your daily work?

*Answer: No I wouldn’t be an active user in my daily work because I don’t know who would read my blog. For me it’s much simpler to share my knowledge on face-to-face meetings.*

Question: On your opinion, what can be improved in the knowledge sharing inside the Company?

*Answer: I don’t even know, I this there enough sources of information gaining.*

In this extract participant shows that he has no willing to take part in knowledge sharing process even if such possibility will appear just because he is not confident in himself and in usefulness of his knowledge. By his own reasons he fears to change and thinks that situation with knowledge sharing in company is comfortable enough. Extract 7 is from an interview with participant 8, IT security specialist who is answering the same questions.

Extract 7

Question: Are you satisfied with current situation of knowledge sharing in the Company? What's now made worst?

*Answer: Depends on with what compare, if compare with my previous work than we have very good knowledge sharing.*

Question: If you had a Wiki or a Blogs in your Company - would you be an active user of them? How they can help you in your daily work?

*Answer : Yes, I would be very active user, I would write my blog to help my readers to understand importance of my work, also I would actively answer questions, post some articles on wiki, for example about audits.*
In this extract, the informant shows opposite point of view, despite of fact that he thinks that knowledge sharing system build good enough, he is willing to share information with every person he interacts with, write his own blog and actively answer all the questions in order to achieve understanding, speed up and make easier work that everyone’s do.

5.4.1 Analysis

Different answers from different interviewees show that personal factors and circumstances are hidden factors. No one will directly say that he is not going to take part in knowledge sharing process just because he just not want to do it. These factors usually lie far beyond company influence and it is very complex task to improve this. Social knowledge sharing should be a voluntary process and if company will try to make employee to share knowledge - weight of these factors will only grow.
6 Discussion and Implication

The purpose of this chapter is to discuss the research questions in light of empirical findings and with the use of theoretical framework, relevant literature and theories. In the empirical phase analyzing the results of the interviews there were found a lot of different opinions, arguments and facts. There are were found four factors, which affects the social learning in companies:

1. Absence of knowledge sharing over Social Networking Systems
2. Time factor
3. Organizational culture and climate
4. Personality and circumstances

To mitigate negative impact of these factors reasonable will be the implementation of Web 2.0 tools, because when it adopted and used frequently, this framework covers whole environment of sharing and collaborating across boundaries of company (Schepers & Van Der Berg, 2006). Learning in organizations divided on four main parts: Knowledge acquisition, Information Distribution, Information interpretation and Organization Memory. Information process as well as knowledge sharing process influence whole organization (Huber, 1991). And to have an entire objective it is justifiable to deal with impact of Web 2.0 not only on factors that was founded during the research but on whole company.

6.1 Discussion of Improvements

Based on results gained from analysis there were found that lack of social knowledge activities based on absence of Web 2.0 social networking tools and unwillingness of company to invest funding for implementing such systems. The use of Web 2.0 social tools can improve this situation and bring company a lot of benefits for internal communication, and as a result raise company productivity. The usage of Web 2.0 tools changes norms of communication, relations between people and activities (Gordeyeva, 2010). There are a lot of different commercial and open source social networking tools that can be used for enterprise companies free of charge or with payment plans. All they provide different features and different experience to user.

Most known worldwide social learning platform is MediaWiki, it is an open source solution that allows users to share their knowledge in a quite comfortable way with great categorization and search. Definitely it allows building knowledge gaining and sharing portal that can be filled by users. But, unfortunately this is all its advantages.

Other popular solution is called “Google Drive”. It is a powerful platform created to share, store, create and edit documents directly in the web browser. This solution can be used free of charge with limited drive size or commercially with built-in easy group document sharing and shared drives that can be used to create a learning platform. Along with “Drive”, Google offers mail, calendars (which are excess in the case of researched company) and blogs. Advantages of this platform are: ability to create and edit documents simultaneously by unlimited number of users, configurable security, easy and comfortable document sharing and document version revision. Disadvantages are: absence of built in web portals that can be shared or where information can be categorized, all data stored in the folders, inability to implement this platform inside of...
company network, all data (including secure or confidential) should be stored on Google servers.

Microsoft SharePoint portal, which is already implemented in the company allows users to have their personal workspaces, share documents, project management and web content management. Despite of the fact that this solution can solve most of the cases raised in this research, it cannot solve them all. For example implementation of the wiki based on the SharePoint portal was rejected by management due to high complexity and cost of the additional module. Also version currently implemented was already outdated even 4 years ago. Upgrading costs money and time, also Microsoft has chosen another way of development, going from personally stored SharePoint servers to cloud solutions like Office 365.

In this particular case implementing of new raising star called “OnlyOffice” (www.onlyoffice.org) is recommended.

According to OnlyOffice website “ONLYOFFICE is a multifunctional office suite that enables you to store and co-edit documents, manage projects, email correspondence and customer relations in one place.” This is a one social solution that has all of the popular methods and features, and each of them can solve particular problems that were found during interview sessions.

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<tr>
<th>Solution Feature</th>
<th>MediaWiki</th>
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<th>Microsoft SharePoint</th>
<th>OnlyOffice</th>
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<tbody>
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<td>WikiPages</td>
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6.1.1 Organization chart

Firstly one of the most necessary built-in tools is organization chart, solution itself allows creating departments, offices, employee, managers and building full scheme of organization and departments’ relationship. Already at this step company will receive benefits like saved time for finding employee, the colleagues or direct managers. And additionally to this all information and knowledge created inside this system retains authorship. Anyone can click on author and see his role in the company, where he works and even phone or email, if he wants to communicate and ask some question. Also security control based on organizational chart is much easier and time saving, for example if you create a document - you can share it for the whole department, or location or even country with one click, instead of adding each person manually.
6.1.2 Project management

Project management built-in module is an essential tool for any company that has internal projects. This tool allows to track all the projects, gather project teams, assign tasks for project team members and even track spent time for the project. Project team members can create their internal project calendars and event, and for example create open event like live demo and share it with anybody. Additionally project management module allows for people outside of the project easily find who is the project owner, so they can communicate to this person in case of they have any question even directly inside of the system. This module solves the case that was raised by interviewee 4 “I often asked my manager or IT managers about who is responsible for specific project and who can help with realization of my project, who is responsible for budget and procedure, who can handle access rights for service, and all this communication was held via email and resulted into delayed response time and long waiting.”. The other benefit provided by this module is knowledge and information organization inside the project. Projects stores all relation data inside of itself, for example documentation related to the project lies in the special documents section inside, instead of one shared folder somewhere on shared drive where it cannot be easily found.

6.1.3 Wiki

As almost any modern Web 2.0 social sharing tool OnlyOffice has Wiki module. Wiki allows knowledge to be stored, organized, easily updated and found. It is “must have” for any modern enterprise company. Based on interview sessions held every participant had lack of knowledge in different areas, and as a knowledge sharing is a voluntary action, everyone expressed a desire to share the knowledge if there would be where. This Wiki module is easy to implement system, as it supports import of documents, the only effort needed from company is to organize already available data, that is stored in different sources, but as Wiki is a social tool, everyone can help in this process and it can be filled almost in a couple of days. The amount of shared knowledge will be fantastic even if everyone spend 5 minutes of their working time to upload only 1 document, 86000 of documents is a really huge number. And as it was already stated above - security is very easy to set, everyone can store there anything, starting from public documents and articles and ending with highly confidential data.

Filled Wiki can be a strong document base for the whole organization and speed up every process inside of it, as employees will not need to ask colleagues from other departments to send them some document, they can just go to the web portal and take it.

6.1.4 Blogs

Next system’s built-in module called “Blogs”. Web Blogs allows user to write diary-like articles in chronological order. In the context of an enterprise company Blogs can be used to share news about processes, achievements, upcoming events etc. Blogs can be individual, where person can share his own thoughts, gained knowledge or achievements, or there can be blogs of department or even whole organization. On this basis there is another useful part of Blogs, subscription ability, for example if employee work is often intersected with some department, he can easily subscribe to blog of a department and receive their news or updates directly to email and always be ready in case of something was changed.
Part of the interviewers considers that Blogs can make many processes much easier and stated that they want to have their own blogs in order to update everyone with whom they work with news about changed processes or just share knowledge.

6.1.5 Forums

Forums are very popular social knowledge sharing tool present worldwide in Internet, definitely Internet was started from forums and OnlyOffice has built-in forums tool, but what benefits it can bring to the company? Unlike Wiki, which is created to share knowledge, forums are designed to ask questions, anyone could raise a thread with question in the desired category and anyone could answer, from just another user who came to forum to ask another question and occasionally knew the answer, till experts, who have their expert knowledge in some area.

The other very important benefit that can be achieved from forums is that forums are constantly growing knowledge base itself, as all questions and answers are stored and anyone can search for the answer for his question on the forum and find it in the matter of seconds.

6.1.6 Document sharing and online editing

During interview sessions there were found that most of the participants uses shared folder on the network drive for document sharing purposes, also almost everyone stated that information there is not organized, that it is not possible to find needed document using the keywords, and most important, that it is not possible to view or edit the same document in the same time. The suggested system solves all these problems easily with the help of Documents module.

This module allows creating, organizing, sharing and multi-user edit of documents in the standard formats. Currently it is possible to create and store documents, spreadsheets, presentations and PDF documents there. User friendly web interface with easy sharing system based on organization chart allows uploading and managing documents with one click. There can be stored personal documents, shared department documents, public documents available for all, project document etc.

Possibility to edit document directly from browser simultaneously by multiple users can bring a lot of benefits for the company processes, for example huge reports filed by department quarterly can be filled by several employees in one time, instead of passing it from one person to another. Also documents can be sent to email or attached to a project directly from the system. Developed security can widely expand possibilities of knowledge sharing, as there possible to set document permissions to read only, can comment or can change.

Built-in history of revisions is also helpful as it helps to identify who changed document, when and what was changed, and even prevent loss of data, as every revision can be restored.
6.2 Discussion of Research design

Selected research design for this investigation is beneficial for few reasons:

1. The philosophical position – social constructivism helped in this research to concentrate the attention on individuals and their unique opinion and context in which people work with understanding of cultural settings.

2. Data collection. The case study method provides several tools for the research. First of all interviews – participants has an opportunity to express freely and openly their minds and thoughts. Also, data was based on the interviewees meaning of situation. The aim of interviews session was to collect opinions of workers about current social knowledge sharing process in the company and their views on general perspectives for improvement this situation. The most effective way to provide information about behavior of people and about their problems is interviews (Benyon, 2010). Only previous behavior and feelings or context of phrases we cannot observe (Patton, 2002). The questions that were formulated for the interview was based on previous works, literature review and research question. The main point in interviews is to avoid personal questions which not correspond to seeking information or can somehow embarrass interviewee. Also, due to limited time for each interview quantity of questions was restricted to 13 questions.

3. Data analysis was connected to the main structure of the qualitative interview analysis provided by the Lichman. This scheme was helpful to the simplifying the data analyzing process. Interview was transcribed, coded and generalized. General themes were provided the foundation in the research for establishing main factors in social knowledge sharing process in company.

Limitations regarding research design:

1. Results which were produced during this research according to qualitative research might be not good enough generalized in other companies and people or other situations. Also, results cannot easily be restricted to numbers from descriptions.

2. In further researches might be difficult to make quantitative predictions regarding findings highlighted in this work. Also, trends cannot be validated by calculating as a quantitative data.

3. Analysis took a lot of time to generalize the taken information then quantitative data. Quantitative data can be easily managed and introduced with diagrams or graphics, where qualitative data must be analyzed and generalized step-by-step regardless to participants.

Ethical considerations were compiled in the study and participants signed the agreement for the usage the information provided by them.
7 Conclusion and Further research

7.1 Conclusion

At the beginning of this research one question was raised in order to purpose of the understanding the factors of Social learning in big enterprise organizations and developing list of recommendations for the company Servise-X. The main question was “Which factors affects the process of social sharing within an industry firm?” with follow up question “How the situation can be improved with Web 2.0 tools?” The investigation related to these questions and affect Web 2.0 Social learning tools. The dynamic and fluent collaboration though this tool gives people collaborate between departments and offices around the world. Also, it makes the knowledge sharing openly and derivable though companies.

Despite of the most organizations adopted Social learning tools through the Web 2.0 a lot of organizations still on fist level of adoption these technologies.

During the study four factors was founded related to the research question. There are:

1. Absence of knowledge sharing over Social Networking Systems
2. Time factor
3. Organizational culture and climate
4. Personality and circumstances

In Discussion part was produced list of recommendation how to minimize negative influence of these factors by implementing social sharing platform. The purposed platform is a dynamic and flexible system for social knowledge sharing in organization. Such as interaction within all offices through organization. It can help for better knowledge sharing and creating new connections between employees. Additionally, the openness of the system has changes the effectiveness of social learning and managing projects.

7.2 Further research

The research is a good foundation for the further research work and more deep empirical investigations. Further work may investigate the processes in company more deeply and understand more about company culture.

This research gives the understanding of the processes between employees in one company and can be extend to more companies to compare the process of social sharing and find the ways to derive the standard approach for most of existing companies.
References


Appendix A, Interview logs:

Interview 1:

Q: What is your position in the Company?
A: Senior SAP Specialist

Q: How do you understand the term “knowledge”?
A: Knowledge is a resource of the people and company.

Q: Does your company have a Knowledge Management department?
A: I never heard about it…but I saw the vacancy in our company, which was regarded to the knowledge management.

Q: How do you learn from past experience and how do you use these lessons?
A: Past experience? I used to write notes in my notebook, and when I need to – I search through it, maybe it is not the best way to store knowledge, but at least my knowledge is always in the range of my hand.

Q: Did your company apply Knowledge Management tools such as people-to-document or one-to-one approach?
A: Yes, I guess we have both of them. When I just came to the workplace the manager gave me a pack of printed documents to read. Few days after he asked me if I understand information this was written in those documents. I said “no”. After that, he explained me everything on practice.

Q: Did your department formalized the evaluation after some exceptional cases or projects?
Follow up question:

(1) Is this evaluation posted or published somewhere on public space?
A: I wish, I believe it can bring a big set of benefits, but for some reasons management thinks that this is just a waste of their time, because exceptional cases are too rare.

Q: Do you have mentoring in your department?
Follow up questions: (1) How new employees are mentored and trained? (2) are they only read documentation or mentored by more experienced ones? (3) are they trained in free time of experienced one or in its working hours?
A: Yes, it’s a normal practice, how you can learn something if nobody teaches you.

(1) Usually most senior and experienced member of department spends his or her time to teach basics, describe workflow during first days, after that newcomers can ask simple question from anyone free during their work.

(3) No, why they should spend their free time? This is a basic training workflow, and they specially dedicating some days for it.
Q: In what situations do you feel that you have lack of knowledge in your work?

A: The most typical situation is when I need to add some roles to user's profile in order to increase his/her access in SAP systems. Sometimes I don't know which roles I can assign, because don't fully understand the meaning of functions, which user will be able to perform in that case.

Q: What type of knowledge do you often need, is this some documents about some products, customers or anything more specific?

A: To give users an access to SAP systems, I usually need information about:
  1) our clients and their position in organization structure (from our portal through the Internet)
  2) transactions, to which users ask us give them access (from "help function" built into the program, documents, teaching materials etc.). I also use SAP website and different professional forums to get necessary information.

Q: How do you share your knowledge with your colleagues (colleagues from other departments)?

A: The main methods of knowledge sharing are conversation with colleagues and creation of a slideshow for them and, also, for our clients.

Q: Do you ask people about some information? What situations bring to this? How they share it with you?

A: Yes, I ask colleagues about some additional information, because I'm a new member of this team, and also because each of them specialize in specific aspects of giving an access to SAP systems. They answer my questions, provide real examples and, sometimes, visualize information through graphs, tables etc.

Q: Are your colleagues sharing knowledge with you? How they do this? Is this their initiative?

A: Yes, they usually provide me all necessary information. If I don't know necessary authorization object, transaction, type of role etc., I can ask my colleagues about some help. It can be mine or their initiative if they see that I'm stuck on a request. They sharing knowledge with me through conversation and presenting of documents, useful websites, teaching materials etc.

Q: Are you using some web-based services for sharing knowledge (useful information)?

A: Yes. We use common disk with necessary information. Also we use MS Lync for instant messaging. I can also characterize corporate email as a web-based tool for knowledge sharing.
Q: How you can find needed information in your work? Is there some public storage or you're searching the INTERNET?

A: 1) I use shared network drive  
2) use SAP website and professional forums  
3) ask colleagues

Q: Are you satisfied with current situation of knowledge sharing in the Company? What's now made worst?

A: Yes, I am fully satisfied. I haven't had problems with access to any of our sources for knowledge sharing yet

Q: If you had a Wiki or a Blogs in your Company - would you be an active user of them? How they can help you in your daily work?

A: Probably. Our work is quite specific because of permanent changes in methods and rules of giving access to our clients. Wiki or corporate blog can give me an opportunity share ideas with colleagues and read about their ideas, projects etc.

Q: On your opinion, what can be improved in the knowledge sharing inside the Company?

A: The only one thing I would like to improve is systematization of information in shared drive. Person, which tries to find necessary information on the drive for a first time, can't probably do it without the help of colleagues.

Q: In case if there would be implementation of the WEB based knowledge sharing system will you personally take part in the filling it voluntary? What information will you add?

A: Yes. I will add:

1) some specific information for new colleagues which are not really familiar with our job (some kind of teaching materials);

2) FAQ with typical answers for our clients to reduce the number of uniform queries;

3) operative information about changes in our the work;

4) answer templates for typical users’ questions.

Q: And last question, is your company stimulating you for sharing your knowledge somehow?

A: Most likely yes, the company is trying to exchange knowledge conducting various trainings and meetings in which different departments talk about their work. Meetings are free to visit, and trainings are mandatory, otherwise compliance can be sent to the head of department
Interview 2:

Q: What is your position in the Company?
A: SAP Security Specialist

Q: How do you understand the term “knowledge”?
A: Knowledge is a thing that you gain during whole life in process of education, work etc.

Q: Does your company have a Knowledge Management department?
A: I guess no.

Q: How do you learn from past experience and how do you use these lessons?
A: I always try to make notes on paper when somebody talk about new things but some time later hard to understand what I wrote there and store these papers in my table.

Q: Did your company apply Knowledge Management tools such as people-to-document or one-to-one approach?
A: In our department employees share knowledge one-to-one, sometimes something more important is share to groups. The most important info they are send via email to all employees, but employee who is not reading mail on daily basis can miss it.

Q: Did your department formalized the evaluation after some exceptional cases or projects?
Follow up question:

(1) Is this evaluation posted or published somewhere on public space?
A: I think that this should be set as a process, because any exceptional case have a change to repeat, but for some reasons no one ever thinks about it, we only share info between each other in the department, but in on formal way.

Q: Do you have mentoring in your department?
Follow up questions: (1) How new employees are mentored and trained? (2) are they only read documentation or mentored by more experienced ones? (3) are they trained in free time of experienced one or in its working hours?

A: Of course, mentoring is a basic training method in our department, mentor gives all the basic knowledge required to start normal work and supervise it for first months. (1)-(3) Usually one-to-one trainings, sometimes mentors give newcomers some documents or show how to performs some tasks. At first days it consists of pre-scheduled meetings intensively, then usually in a free of more important task time.

Q: In what situations do you feel that you have lack of knowledge in your work?
A: Usually I need more knowledge, when I have to perform new activities, and as I’m a new worker – I need this very often.
Q: What type of knowledge do you often need, is this some documents about some products, customers or anything more specific?

A: I need more general information about the process, because it’s often not clear how to perform common for other colleagues.

Q: How do you share your knowledge with your colleagues (colleagues from other departments)?

A: Usually I share all the information verbally, directly to person whom I need to share it, also I send documentation via email.

Q: Do you ask people about some information? What situations bring to this? How they share it with you?

A: Of course I ask my colleagues, as a new member I can get information only from documentation on shared network storage, but it’s very uncomfortable to search there, much quicker to ask my teammates.

Q: Are your colleagues sharing knowledge with you? How they do this? Is this their initiative?

A: Initiative really depends on situation and information usually shared verbally via short direct trainings, or documentation shared via email.

Q: Are you using some web-based services for sharing knowledge (useful information)?

A: No, we haven’t such tools.

Q: How you can find needed information in your work? Is there some public storage or you're searching the INTERNET?

A: 1) I use shared network drive
    2) INTERNET, searching in Google, etc.

Q: Are you satisfied with current situation of knowledge sharing in the Company? What's now made worst?

A: No, I’m not satisfied, because there is a lack of friendly centralized storage where information can be easily found or even just accessed.

Q: If you had a Wiki or a Blogs in your Company - would you be an active user of them? How they can help you in your daily work?

A: Yes, I would share my knowledge and get the knowledge from various business fields.

Q: On your opinion, what can be improved in the knowledge sharing inside the Company?

A: I think the best option is creation of centralized data storage with quick and advanced searches, this will be really helpful.

Q: In case if there would be implementation of the WEB based knowledge sharing system will you personally take part in the filling it voluntary? What information will you add?
A: Now I can’t specifically say what I would share, because I’m a new member of a team, and my knowledge is not so strong, but yes, I would share all my gained knowledge.

Q: And last question, is your company stimulating you for sharing your knowledge somehow?

A: Yes, training and meetings helps to train each other. There are no financial rewards, but you can earn respect of your colleagues

**Interview 3 (translated from Russian):**

Q: What is your position in the Company?

A: *Release Manager*

Q: How do you understand the term “knowledge”?

A: *Knowledge is a skill, information, facts which were received through personal experience*

Q: Does your company have a Knowledge Management department?

A: *The company tried to create this kind of department few month ago but I’m wondering if they did it or not.*

Q: How do you learn from past experience and how do you use these lessons?

A: *Hmm, I used to store every piece of knowledge I gain. I have special online Google document where I store what I faced and use when I need. It is very useful, because I can share and collaborate with others, but sometimes it’s very hard to find something there.*

Q: Did your company apply Knowledge Management tools such as people-to-document or one-to-one approach?

A: *Usually we use only one-to-one approach, more experienced employee share his knowledge to someone less. New employees are usually trained by department leaders and all documents that we have – system manuals and job descriptions.*

Q: Did your department formalized the evaluation after some exceptional cases or projects?

Follow up question:

(1) Is this evaluation posted or published somewhere on public space?

A: *We have no official evaluation of these kind activities but while ago, I have tried to start this process because I think this is very important.*

Q: Do you have mentoring in your department?

Follow up questions: (1) How new employees are mentored and trained? (2) are they only read documentation or mentored by more experienced ones? (3) are they trained in free time of experienced one or in its working hours?
A: No, we do not have dedicated mentor inside of a department, everyone plays a role of it. During first few weeks we all read some basic trainings, checking gained knowledge, and only then allowing newcomer to begin his or her work.

Both ways, some documentation about systems we are using and also lessons from experienced team members.

This strongly related to a workload, but usually it always possible to find some free time for new teammate, because it help to the team depends from the quality of knowledge that team will give him.

Q: In what situations do you feel that you have lack of knowledge in your work?

A: I feel lack of knowledge during knowledge sharing between teams (new employees, new processes). Now we use Microsoft SharePoint storage, but not everyone has access there, for example contractors have no access there, and also it lacks of centralized structure of stored data.

Q: What type of knowledge do you often need, is this some documents about some products, customers or anything more specific?

A: Usually I need common functionality information, “tips and tricks” that are very useful in our work, some work and processes related articles, documents on how-to-solve common problems.

Q: How do you share your knowledge with your colleagues (colleagues from other departments)?

A: The main ways to share information are email, presentations, forums, Internet articles.

Q: Do you ask people about some information? What situations bring to this? How they share it with you?

A: I ask people very rare, I used to find information by myself and mostly in the Internet.

Q: Are your colleagues sharing knowledge with you? How they do this? Is this their initiative?

A: Usually no, maybe because of lack of where to share it. And also because verbal share of information takes a lot of work time.

Q: Are you using some web-based services for sharing knowledge (useful information)?

A: No, except for Microsoft SharePoint storage I’m not using anything.

Q: How you can find needed information in your work? Is there some public storage or you’re searching the INTERNET?

A: Usually I seek Internet for an answer.

Q: Are you satisfied with current situation of knowledge sharing in the Company? What’s now made worst?

A: No, I’m not satisfied, it’s a very big gap in our company, unfortunately.
Q: If you had a Wiki or a Blogs in your Company - would you be an active user of them? How they can help you in your daily work?

A: Maybe, but in case if this won’t take more than 5-10% of my working time, because someone should do my work, who this will be if not me?

Q: On your opinion, what can be improved in the knowledge sharing inside the Company?

A: To improve current situation we need to implement WEB blog, online knowledge courses. We need more interactivity. Also short how-to articles would be very useful.

Q: In case if there would be implementation of the WEB based knowledge sharing system will you personally take part in the filling it voluntary? What information will you add?

A: As I already said, I would take part, but if won’t take more than 10% of my working time.

Q: And last question, is your company stimulating you for sharing your knowledge somehow?

A: To some extent, yes, it stimulates, but somehow implementation of good ideas is done very badly. There is a good introduction but not everything is realized. For example we have a portal to exchange the best practices, and at the start the idea looks good, but the stimulation of people to share their work is not as we would like to see. A lot of people, just for the sake of points, obviously give rise to the already dead ideas, because all ideas are valued equally. Also pen is a bad reward for good ideas, and that's why we have a bunch of dead ideas generated on the enthusiasm, and lack of good ideas. Moreover, the company has no critical thinking, I often say that I decline someone else's ideas but I have repeatedly warned people that their ideas are wrong, but despite of this they have implemented them and got a bunch of bugs and there is no one to blame, because everybody already got thanked and promoted to positions. And people who came to replace them, spending lot of time to clean garbage. About training, it gives only general knowledge, and in company it's counted as good that you have passed the training. They want to get a quick and cheap quality specialist, but got cheap and of poor quality specialist. Here are all these instructions are intended to quickly train person banal skills, but not teach to have expert knowledge and standards of thinking. Company does not encourage critical thinking skills and ability to get across the instructions. On the whole, everything holds on the enthusiasm of people and no more.

**Interview 4 (translated from Russian):**

Q: What is your position in the Company?

A: Technical Support Engineer
Q: How do you understand the term “knowledge”?

A: Knowledge is a kind of data but it is more personal. When somebody read a book one able to remember all book without understanding but other one will find answers for his questions.

Q: Does your company has a Knowledge Management department?

A: No, we haven’t

Q: How do you learn from past experience and how do you use these lessons?

A: I do not think that I need to learn something or store knowledge somewhere. We have different procedures, and if something is not clear for me, I always can ask someone more experienced, they just cannot refuse.

Q: Did your company apply Knowledge Management tools such as people-to-document or one-to-one approach?

A: People-to-document is the closest approach in our department. Our workflow is built on documents exchange via email, usually documents that describe some job role and what permissions it requires.

Q: Did your department formalized the evaluation after some exceptional cases or projects?

Follow up question:

(1) Is this evaluation posted or published somewhere on public space?

A: I don’t know if there is a process, I never saw anyone evaluating some exceptional case, maybe only in a smoking room, discussing how hard it was and how perfectly it was handled or how everyone failed.

Q: Do you have mentoring in your department?

Follow up questions: (1) How new employees are mentored and trained? (2) are they only read documentation or mentored by more experienced ones? (3) are they trained in free time of experienced one or in its working hours?

A: Definitely we don’t have some special training program. Usually newcomer start from reading procedures, documents. This lasts for a week we only answer some questions. After that new employee watches how we work, and after a bit of days he begins working as all of us. Yes questions are raised often, but who do not ask – do not have answers.

Q: In what situations do you feel that you have lack of knowledge in your work?

A: My position in the company is not very high, that’s why my knowledge level is enough for any problems I faced. Also there were cases where I took initiative to improve work of my department. To realize an idea I had to search answers in Internet, because in the company there was no one who could help me. One of such cases is the process of migration to Windows 7, where we needed to install manually big amount of computers, and perform this from one flash drive is very long and uncomfortable.
process. There was an attempt from my side to implement network installation of Windows.

Q: What type of knowledge do you often need, is this some documents about some products, customers or anything more specific?

A: In described earlier case I needed information about boot sector, from where Windows installation could start and only place where I could find it is internet, but it wasn’t ever implemented, because we have very difficult structure inside the company and I failed to find a responsible for that process person. There was an issue with boot image created by a contractor company, and If I were able to find a responsible person – this could be fixed and save a lot of human hours. So most often searched by me information inside the company is “who is responsible for specific project”, and lack of this knowledge resulted in delays and event blocks of work.

Q: How do you share your knowledge with your colleagues (colleagues from other departments)?

A: The main ways to share with my teammates information is email, that’s why all the sharing finished in sending instruction via email, and resulted in lack of knowledge for employees who wasn’t included in send list. So new procedures took their time to share between all members of our team, sometimes it took weeks or even months. Also because of this type of knowledge sharing – training of new employees was very problematic, all the training should be performed manually. Process of creating of centralized knowledge base started two years ago and I even took part in it, but it is very slow, and after two years there no any centralized base at all.

Q: Do you ask people about some information? What situations bring to this? How they share it with you?

A: I often asked my manager or IT managers about who is responsible for specific project and who can help with realization of my project, who is responsible for budget and procedure, who can handle access rights for service, and all this communication was held via email and resulted into delayed response time and long waiting. We had many different WEB portals in our company, but it’s mission impossible to find who is responsible for certain one.

Q: Are your colleagues sharing knowledge with you? How they do this? Is this their initiative?

A: I was an experienced employee with big knowledge baggage and many new procedures were developed or tested by me. Colleagues often asked me to help verbally, because of absence of knowledge base. And this resulted into repeating of the same answer for different people. And this never ended. But if there were any shared knowledge base, I could only actualize it and spend much less time for it.

Q: Are you using some web-based services for sharing knowledge (useful information)?

A: Our department used only email to shared knowledge, that is very uncomfortable, outdated, not practical.
Q: How you can find needed information in your work? Is there some public storage or you're searching the INTERNET?

A: I had to search for all additional information only in Internet. These were long and painful searches through trial and error method

Q: Are you satisfied with current situation of knowledge sharing in the Company? What's now made worst?

A: No, I’m absolutely not satisfied! Company has no normal channels of information sharing. If you need to find anything – you need to spend whole day for it, searching via email or phone calls. In Enterprise Company there should be centralized knowledge base to which any employee should have access, and where any employee can find who is responsible for which project of who can help with certain issue. And knowledge base with common How-to-fix of Q&A would be also very helpful.

Q: If you had a Wiki or a Blogs in your Company - would you be an active user of them? How they can help you in your daily work?

A: Wiki is all I dreamed of in the company every day of my work. Wiki is a mandatory tool for every company who appreciate time of its employees.

Q: On your opinion, what can be improved in the knowledge sharing inside the Company?

A: Create shared knowledge base accessible by all departments, where anyone can share knowledge he or she wants to share, or gain knowledge he or she needs.

Q: In case if there would be implementation of the WEB based knowledge sharing system will you personally take part in the filling it voluntary? What information will you add?

A: I’ve already created certain instructions for such system, and if there would be any big project, which I can improve – I would do it with great pleasure.

Q: And last question, is your company stimulating you for sharing your knowledge somehow?

A: During my work and company there were many problems with knowledge sharing between departments. There was constant lack of information, lack of communications inside of departments, and it was always initiative of employee. During last two years there were no master classes at all, no knowledge sharing meetings. Everything shared on the managers’ level and very often didn’t reach endpoint employees.

**Interview 5(translated from Ukrainian):**

Q: What is your position in the Company?

A: SAP Specialist

Q: How do you understand the term “knowledge”?

A: The term “knowledge” is very wide term and I can’t explain it now.
Q: Does your company have a Knowledge Management department?

A: I don’t know.

Q: How do you learn from past experience and how do you use these lessons?

A: I have made a document on my computer and I wrote there some notes but it was when I was a freshman now I do not need it anymore. That knowledge which I have now is enough for me.

Q: Did your company apply Knowledge Management tools such as people-to-document or one-to-one approach?

A: I cannot say for sure, because knowledge sharing differs every day, sometimes we share something interesting via shared folder or we can discuss valuable info just in the middle of our room and ever just talk about something important during our lunch.

Q: Did your department formalized the evaluation after some exceptional cases or projects?

Follow up question:

(1) Is this evaluation posted or published somewhere on public space?

A: We had few official meetings with our colleagues to discuss projects and some cases but we had no documented history of it.

Q: Do you have mentoring in your department?

Follow up questions: (1) How new employees are mentored and trained? (2) are they only read documentation or mentored by more experienced ones? (3) are they trained in free time of experienced one or in its working hours?

A: I can say that we have but it would be fully truth because mentor in our team could me any team member or all of them at the one time. A newcomer firstly read the documentation, listen some trainings from the team and after that one start to prepare work tasks.

Q: In what situations do you feel that you have lack of knowledge in your work?

A: I need more knowledge about how to use specific stream transactions. This area is very interesting for me, but I’m not very famous with all functionality in details. Usually I finding information using preformed roles, but if there are no any, I search internet.

Q: What type of knowledge do you often need, is this some documents about some products, customers or anything more specific?

A: Usually this is a 5th level or internal organization documentations and if I need it, I ask it directly from user, and he or she sends me it via email.

Q: How do you share your knowledge with your colleagues (colleagues from other departments)?
A: Yes, usually I share information via “Best practices” portal or verbally. Also I’m updating a portal once a year.

Q: Do you ask people about some information? What situations bring to this? How they share it with you?

A: Yes, I often ask people for information using email, phone, communicator or verbally.

Q: Are your colleagues sharing knowledge with you? How they do this? Is this their initiative?

A: Yes they are, usually on stand-up or cascade meetings. Also for example my colleague proposed to record all uncommon cases in the document on the shared folder, this is a very good basement for further development of knowledge sharing. And we have a “SOD dictionary”, a document where standard terminology of our department is described.

Q: Are you using some web-based services for sharing knowledge (useful information)?

A: Yes, the “Best practices” portal.

Q: How you can find needed information in your work? Is there some public storage or you're searching the INTERNET?

A: I’m searching for the info on the shared network drive, Share point portal, and in the internet.

Q: Are you satisfied with current situation of knowledge sharing in the Company? What's now made worst?

A: Definitely everything is not so bad, but would be great if we had video instructions on how to perform certain activities.

Q: If you had a Wiki or a Blogs in your Company – would you be an active user of them? How they can help you in your daily work?

A: As for me – I won’t be an active user of such systems, because it takes a lot of time to write or read. Maybe in future it would have a development.

Q: On your opinion, what can be improved in the knowledge sharing inside the Company?

A: Internal video sharing service like YouTube with video instructions for new employees will be very helpful.

Q: In case if there would be implementation of the WEB based knowledge sharing system will you personally take part in the filling it voluntary? What information will you add?

A: Yes, I would create a couple instructions and articles about my job.

Q: And last question, is your company stimulating you for sharing your knowledge somehow?
A: Of course, for example the exchange of best practices, there for each practice you are given scores point and when you got some score you can get an opener or a pen as a gift. At each meeting of all BSC people gather and discuss the options for development. In general, we have a department that makes presentations on best practices and provides an opportunity to get credibility among colleagues.

Interview 6 (translated from Ukrainian):

Q: What is your position in the Company?
A: SAP Specialist

Q: How do you understand the term “knowledge”?
A: I think knowledge is a synonym to the education.

Q: Does your company has a Knowledge Management department?
A: I guess that we don’t have it.

Q: How do you learn from past experience and how do you use these lessons?
A: I always try to learn something new but I not sure that I use this data often.

Q: Did your company apply Knowledge Management tools such as people-to-document or one-to-one approach?
A: More usual for our company when employees share knowledge according one-to-one approach but all procedures was written in documents.

Q: Did your department formalized the evaluation after some exceptional cases or projects?
Follow up question:

(1) Is this evaluation posted or published somewhere on public space?
A: No, but I have my own document to note an important exceptional cases and I shared this document with my colleagues.

Q: Do you have mentoring in your department?

Follow up questions: (1) How new employees are mentored and trained? (2) Are they only read documentation or mentored by more experienced ones? (3) Are they trained in free time of experienced one or in its working hours?

A: We have some kind of mentoring but it is not official. Obviously in other companies mentor has a bigger salary but not in ours. Because of that the “mentor” not really trying to teach newcomers.

(1-3) New comers read documentation and after that they are ask some questions. Yes, mentor has to teach newcomer during his free time because his own work have to be done in time.

Q: In what situations do you feel that you have lack of knowledge in your work?
A: Every day we are facing a big amount of system access requests, and I think that right here we have lack of knowledge about other processes. I mean that some person requests some specific access and we do not know if this is right or no. This knowledge gains over time with experience, but everyday there appears something new.

Q: What type of knowledge do you often need, is this some documents about some products, customers or anything more specific?

A: Every day I need documents, procedures from other departments, requests from clients in other related areas.

Q: How do you share your knowledge with your colleagues (colleagues from other departments)?

A: Yes, sure, every day we are sharing something new. If any of my colleagues faces nonstandard situation, we are sharing knowledge with him or her if we faced something similar before, usually verbally or via phone.

Q: Do you ask people about some information? What situations bring to this? How they share it with you?

A: Yes, indeed, when I face some problem colleagues share their experience, and depends on who can share this to me, if my teammates then verbally, and if I need information from someone distant – then via phone or email.

Q: Are your colleagues sharing knowledge with you? How they do this? Is this their initiative?

A: Yes, and usually it’s their initiative to share some extraordinary cases. For example recently one of my colleagues proposed to create a document on the shared network drive to store information about such cases. So anyone could look through this file and maybe find something helpful for him. But as this is a usual Microsoft word document stored on network drive – there are many problems with shared access, it can be viewed on edited only by one person at time. And also when there will be big amount of information – search though it will take a lot of time and there won’t be easy to find anything, because of different terminology used by different employees.

Q: Are you using some web-based services for sharing knowledge (useful information)?

A: Yes, this year I shared one my “best practice” on “Best practices” portal.

Q: How you can find needed information in your work? Is there some public storage or you’re searching the INTERNET?

A: I usually search info regarding my work in the internet and on the specialized forums.

Q: Are you satisfied with current situation of knowledge sharing in the Company? What’s now made worst?

A: There is a special moment, that we have 3-rd party companies, with which we cannot share knowledge or experience. And they also aren’t willing to go on the contact personally. I think this is because they don’t have enough free time for communicating with us.
Q: If you had a Wiki or a Blogs in your Company - would you be an active user of them? How they can help you in your daily work?

A: I think no, I think that there is no need personally for me. I think this is just a wasting of time, also I think that there will be a language barrier, for example I couldn’t gain any knowledge on from German part of the office, just because I do not know this language.

Q: On your opinion, what can be improved in the knowledge sharing inside the Company?

A: As for my work – there was started interesting project about risk sessions in our work, on which we discussed some certain risk. Person comes and tells us what he does. As for me – I think this is most receptive way of gaining knowledge. You can ask expert a question and receive an answer. Also knowledge forums would be a great idea, for example online sessions where expert shares information and anyone could join.

Q: In case if there would be implementation of the WEB based knowledge sharing system will you personally take part in the filling it voluntary? What information will you add?

A: As I have information to share, I think I would take a part in such process. I would present something thematic and interesting for my colleagues.

Q: And last question, is your company stimulating you for sharing your knowledge somehow?

A: It is difficult to say because I did not face the fact that the company is somehow stimulated me to share with someone something.

Interview 7(translated from Russian):

Q: What is your position in the Company?

A: Junior IT Security specialist

Q: How do you understand the term “knowledge”?

A: Knowledge is an understanding of information from book, journal, document, experience...

Q: Does your company have a Knowledge Management department?

A: I have no idea if we have it but it would be great if we will have it

Q: How do you learn from past experience and how do you use these lessons?

A: We have a knowledge base in our company. It sores lot of how-to or cheat-sheets, many useful info about some common tasks, I like to write articles there, but as from my point of view, the number of contributors can be much bigger if management gave more motivation for employees.
Q: Did your company apply Knowledge Management tools such as people-to-document or one-to-one approach?

A: On my best guess, we have these approaches. At the beginning all new comers read documents and after few days starts a second phase when one person mentoring a new comer but other part of the team always can help.

Q: Did your department formalized the evaluation after some exceptional cases or projects?

Follow up question:

(1) Is this evaluation posted or published somewhere on public space?

A: Usually this is done by management or departments leaders. They held meetings discussing what could be done better, and after that some info reaches less senior department members.

Yes, he publish this report every week on she shared disk

Q: Do you have mentoring in your department?

Follow up questions: (1) How new employees are mentored and trained? (2) are they only read documentation or mentored by more experienced ones? (3) are they trained in free time of experienced one or in its working hours?

A: No, we have no official mentors but all team supports a new employee.

Q: In what situations do you feel that you have lack of knowledge in your work?

A: Generally this is the situations when there is a meeting with clients about changing processes, and there are involved many different departments from different areas. And so usually I don’t have more detailed knowledge about areas with which I’m not working on daily basis.

Q: What type of knowledge do you often need, is this some documents about some products, customers or anything more specific?

A: Usually this is information about processes in other departments, and also some work related specific information.

Q: How do you share your knowledge with your colleagues (colleagues from other departments)?

A: Basically in current working processes when I need some information I request it from my colleagues, or I also request someone to help me if they can. Another way of communication is “weekly deck”, it is a weekly delivery journal about news and even sometimes useful things about different departments or software.

Q: Do you ask people about some information? What situations bring to this? How they share it with you?

A: Yes, during my work I often had to ask some information from my colleagues because the area of company's activities is very wide, there are many departments and many
nuances. I had to ask information, clarify some working moments by the phone or email. Often, when you reach person who is responsible for this specific problem and who has expert knowledge in this – you receive quality feedback and can analyze this info and apply it to your job.

Q: Are your colleagues sharing knowledge with you? How they do this? Is this their initiative?

A: Yes, of course they are, usually via email during solving some problems, where we are adding one another to copy recipients. Also they share information on meetings, where colleagues can share information about new processes. Usually this is initiative of manager or colleagues.

Q: Are you using some web-based services for sharing knowledge (useful information)?

A: No, I do not use this, in company too, only email.

Q: How you can find needed information in your work? Is there some public storage or you're searching the INTERNET?

A: Yes, usually the main and most helpful resource is Internet, there I can find some article and second resource is my colleagues.

Q: Are you satisfied with current situation of knowledge sharing in the Company? What's now made worst?

A: Generally yes, our company has an option to subscribe to trainings, mailing distributions, weekly news.

Q: If you had a Wiki or a Blogs in your Company - would you be an active user of them? How they can help you in your daily work?

A: No I wouldn’t be an active user in my daily work because I don’t know who would read my blog. For me it’s much simpler to share my knowledge on face-to-face meetings.

Q: On your opinion, what can be improved in the knowledge sharing inside the Company?

A: I don’t even know, I this there enough sources of information gaining.

Q: In case if there would be implementation of the WEB based knowledge sharing system will you personally take part in the filling it voluntary? What information will you add?

A: Yes, sure, if I had some new knowledge – why not? I had several ideas on integration contact model of knowledge sharing.

Q: And last question, is your company stimulating you for sharing your knowledge somehow?

A: Best Practices - share or search. Assessment of competence makes us indirectly as to share knowledge because there is a point of "developing others" which is set by manager of this assessment and has impact on the promotion.
Interview 8 (translated from Ukrainian):

Q: What is your position in the Company?

A: Senior IT Security specialist

Q: How do you understand the term “knowledge”?

A: I can explain the term knowledge as data, which somebody passed through himself.

Q: Does your company have a Knowledge Management department?

A: I saw the vacancy for that department but I never communicated with that department if it exists.

Q: How do you learn from past experience and how do you use these lessons?

A: I have posted a document to the Dropbox and shared it with my team. Every week I put some new information regarding my work moments in that document. I hope that my team find it useful for them.

Q: Did your company apply Knowledge Management tools such as people-to-document or one-to-one approach?

A: Actually we have both of them but I guess this process is nor working well because sometimes everybody are busy and they have no time to explain you something. In addition, documents not always written well.

Q: Did your department formalized the evaluation after some exceptional cases or projects?

Follow up question:

(1) Is this evaluation posted or published somewhere on public space?

A: I have organized few meetings with the team to present them exceptional cases that I handled during previous week. In addition, I asked everyone to describe such situations and the solution, which they found.

Q: In what situations do you feel that you have lack of knowledge in your work?

A: Yes, for example during excellence program, when goals setting or monthly goal monitoring occurs and you do not know what to write in what column. I face it not every day, and definitely I gain this knowledge via different sources, but after days without usage this knowledge suspend and when I need it, I need to find it somewhere again.

Q: What type of knowledge do you often need, is this some documents about some products, customers or anything more specific?

A: I need knowledge of mixes and company politics, definitely we have resources, but there are more than 200 mixes and very big amount of documents, so to fully understand each mix I need to know specific details of process. Discuss this with every
specialist is a hard work taking big amount of time and energy, and gained from them knowledge mixes in my head and sometimes it is very hard to settle it into one easy to understand picture. And additionally I need this knowledge very often, and it’s very hard to keep all specific details in my mind.

Q: How do you share your knowledge with your colleagues (colleagues from other departments)?

A: On monthly routine meetings I present results, closed risks, also I tell about how to perform audit, which questions to ask. Earlier every Tuesday we held meetings with other departments and main goal of these meetings lied in the sharing of information about risks, to find common risks and to solve them together. Now these meetings held quarterly.

Q: Do you ask people about some information? What situations bring to this? How they share it with you?

A: It really depends on the type of information. During my work I often ask other employees to provide me some information, for example, when I’m auditing mixes, I need confirmations that mix and dag still works in our company. But we have different difficulties in getting feedback, because other employees doesn’t understand importance of this information, or just don’t want to spend big amount of time to provide it.

Q: Are your colleagues sharing knowledge with you? How they do this? Is this their initiative?

A: Yes, my colleagues share their knowledge with me, but usually this is my initiative, I go to my teammates and they always help me.

Q: Are you using some web-based services for sharing knowledge (useful information)?

A: Often I pass online training on 3rd party resources, also I place different documents on our shared network drive, but only for my departments, without global access.

Q: How you can find needed information in your work? Is there some public storage or you're searching the INTERNET?


Q: Are you satisfied with current situation of knowledge sharing in the Company? What's now made worst?

A: Depends on with what compare, if compare with my previous work than we have very good knowledge sharing.

Q: If you had a Wiki or a Blogs in your Company - would you be an active user of them? How they can help you in your daily work?

A: Yes, I would be very active user, I would write my blog to help my readers to understand importance of my work, also I would actively answer questions, post some articles on wiki, for example about audits.
Q: On your opinion, what can be improved in the knowledge sharing inside the Company?

A: I would like to have more communications between departments, to have some forums where people can ask question or find an answer, because we have employees who do not understand what employees in other departments do, moreover they don’t know what people at the next table do.

Q: In case if there would be implementation of the WEB based knowledge sharing system will you personally take part in the filling it voluntary? What information will you add?

A: Yes, I would like to have my own space there to write there all the information mentioned before, some procedures and even interesting moments from work.

Q: And last question, is your company stimulating you for sharing your knowledge somehow?

A: I believe that the principle of the hall "Open Space" is already promotes the exchange of knowledge; as if there arises any DISCUSSION you can participate in it and learn something for yourself.
Appendix B Consent Form

I am a student on study program Information Systems (at the Department of Informatics, Linnaeus University) and now I will write my final master thesis. I will focus on learning and knowledge sharing among IT specialists related to product development. How you deal your tasks, and especially how cooperation with other works in practice, and / or how you acquire new knowledge. Supervisor for thesis is Niclas Eberhagen, Linnaeus University. In this occasion I interview employees at System-X to collect data that can help to illuminate the problems.

I wish written consent that I can interview you, take the tape recording of the interview and avail ourselves of the information in the master thesis. All personal information will be anonymized in all reporting of the study and recordings and transcription will be deleted when the project is over. The project will end before the summer of 2015. The project is reported to the DIVA. Participation is voluntary, and consent can be drawn while the study is ongoing without giving reason, this will not affect the participant's relationship with System-X. I am subject to confidentiality and the information collected will be treated confidentially. Company has no access to material collected.

Regards

Regina A. Dmytryshyna

I hereby agree that the interview be recorded and transcribed and that the information that appears to be used in the current projects.
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