

# **Social Capital and Knowledge Management in an Organisation**

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# The aims of the research:

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1. A analysis knowledge and social capital,
  2. Description mechanism transfer knowledge on relationship among form of ownership of enterprise,
  3. I indicate a connection between business ownership type, social capital, and knowledge management.
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# The main thesis

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Social capital is highly relevant to the creation of knowledge and the development of competitive advantage in organisations.

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# Social capital

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Social capital is defined and understood in an ability of all people in enterprises to collaborate with each other within groups to realization common interests (Coleman, Fukuyama).

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# Knowledge

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Knowledge was an information and abilities taken advantage by units for solving problems.

(Hampden – Turner, Trompenaars)

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## General relationship between enterprises

|  | The main subject of relations |                          |                               |                      | Contact             |                         | The level of integrations |
|--|-------------------------------|--------------------------|-------------------------------|----------------------|---------------------|-------------------------|---------------------------|
| <b>Institutions</b>                      | <b>Finance</b>                | <b>Customer /market/</b> | <b>Transfer of innovation</b> | <b>Local society</b> | <b>Formal (law)</b> | <b>Informal (trust)</b> |                           |
| <b>Public institutions</b>               | -                             | -                        | -                             | +                    | +                   | -                       | low                       |
| <b>Financial Institutions</b>            | +                             | -                        | -                             | -                    | +                   | -                       | low                       |
| <b>Regional and Local Associations</b>   | -                             | -                        | -                             | +                    | + -                 | +-                      | low                       |
| <b>Sektoral Cluster</b>                  | -                             | +                        | +                             | -                    | -                   | +                       | medium                    |
| <b>Universities and Research Centers</b> | + -                           | +                        | +                             | -                    | + -                 | +                       | high                      |
| <b>International Institutions</b>        | + -                           | -                        | -                             | -                    | +                   | -                       | low                       |

Twelve areas of knowledge management

**Areas of knowledge  
management**

**Exchange of experience between staff members**

**Appreciation of high-competency staff members**

**Organisation of in-house meetings with experts in particular fields of speciality**

**Promoting staff initiative rather than obedience**

**Reimbursement of costs incurred due to participation in conferences**

**Performance-related remuneration policy**

**Providing opportunities for professional development**

**Functioning of knowledge acquisition procedures**

**Training policy**

**Need for acquiring new ideas**

**Company website with exchange forum to share experience with one another**

**Participation in web forums**

## Percentage distributions for Knowledge Management Success Factors

| Category  | I definitely agree or somewhat agree /%/ |
|---|--|
| Exchange of experience between staff members                                      | 61,0                                     |
| Appreciation of high-competency staff members                                     | 54,3                                     |
| Organisation of in-house meetings with experts in particular fields of speciality | 50,1                                     |
| Need for acquiring new ideas  | 38,5                                     |
| Company website with exchange forum to share experience with one another          | 36,1                                     |
| Participation in web forums   | 11,5                                     |



## Ownership vs. knowledge /%/

| Level of knowledge management | Ownership      |                |                 |
|-------------------------------|----------------|----------------|-----------------|
|                               | State Treasury | Polish capital | Foreign capital |
| High                          | 17.6           | 22.9           | 32.9            |
| Medium                        | 55.9           | 47.9           | 48.8            |
| Low                           | 23.5           | 20.8           | 18.3            |
| No data available             | 3.0            | 8.4            | 0.0             |
| Total                         | 100%           | 100%           | 100%            |

## Financial standing vs. ownership and knowledge management %

|                    | Ownership                     |        |     |                          |        |      |                           |        |      |
|--------------------|-------------------------------|--------|-----|--------------------------|--------|------|---------------------------|--------|------|
| Financial standing | State Treasury                |        |     | Private – Polish capital |        |      | Private – foreign capital |        |      |
|                    | Level of knowledge management |        |     |                          |        |      |                           |        |      |
|                    | High                          | Medium | Low | High                     | Medium | Low  | High                      | Medium | Low  |
| Very good          | 50.0                          | 14.3   | 0.0 | 26.0                     | 25.0   | 20.0 | 58.3                      | 40.0   | 20.0 |

# Factors of knowledge

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1. technological process,
  2. market tactics,
  3. and both technological process and market tactics.
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*Typical comment of technological approach:*

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*“In most cases such knowledge is configured in an operational manner, involving collaboration on specific projects with external specialists. Required craft is developed in a distinctive sphere of products and services ...”*

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*Typical comment of market approach:*

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*“Another merit is that it helps create brand awareness through cooperation with reputed partners.”*

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***Typical comment of technological and market approach:***

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*“ With specialised know-how falling short, one can hardly design, manufacture and obtain necessary licences to run and service such equipment. Strict customer demands, actions of competition progress are a few contributors to the growth and improvement of specialised knowledge which must be translated into the final product.”*

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# Conclusions

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As shown by IKINET results, further knowledge transfer within an organisation is ensured via structures responsible for the completion of specific tasks and assignments. In that event knowledge assumes the form of procedures – is codified.

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# Conclusions

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Social capital may be a platform for such transfer, facilitated through interactions between individual staff members.

Qualitative research indicates that in a vast majority of cases knowledge exchange happens inside organisations rather than through their relations with external environment. As a result, organisations may tend to 'shut off' from one another for fear that their finance or position in the market would suffer

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# Conclusions

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Standards of knowledge management high would result in very good financial standing and a strong market position. There are differences in that respect between organisations, resulting from their size and ownership pattern.

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DZIEKUJE ZA UWAGE!!!

Thank you for your attention!!!

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