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KNOWLEDGE-BASED PROCESSES – A STRATEGIC PERSPECTIVE

Organizations nowadays are more and more involved in extracting the maximum value from the resources they possess. The interest in intellectual capital steadily grows, particularly focusing on knowledge-based capital. The conducted researches enabled us to confirm that theoretical assumptions on striving after perfection are still vital for these organizations. It is also important to state that organizations should protect their internal assets while exploiting the external ones. Finally, it confirms the significance of knowledge diffusion.

Keywords: knowledge, knowledge management, knowledge diffusion

1. INTRODUCTION

The objective of this article is to identify and evaluate the intensity of knowledge-based processes in the surveyed organizations. The logic of this article is based on the assumption that general strategy, which has been identified and is currently being accomplished in the organization, restricts the choices of knowledge assets. In turn, knowledge gears the knowledge-based processes providing an effective implementation vehicle for general strategy.

The processes between general strategy and knowledge capital are interrelated and tend to dynamize the whole strategic process. The dynamics itself is just being molded by the knowledge-based processes.

The empirical task was entirely subordinated to the assumed hypothesis which impacted on the course of theoretical deliberation and empirical researches.

The general hypothesis reads as follows: dynamic surrounding requires flexibility (elasticity) from the organization. Capable molding of the knowledge-based processes might increase the flexibility of the organization.

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Indirect hypotheses – empirical queries derived from the general hypothesis are as follows:

- in formulation and implementation processes of knowledge-based strategy the main information source is the organization's surroundings,
- organizations accomplish their strategies by protecting the possessed knowledge,
- knowledge diffusion processes are of the greatest significance for knowledge strategy implementation,
- there are knowledge diffusion barriers between social groups in the organization,
- processes of knowledge strategy implementation and general strategy have been influenced by the type of businesses being run.

This article falls into the category of management sciences and mainly refers to the strategic management. In the last couple of years, several researchers who dealt with strategic issues emphasized the great significance of non-material resources for strategic position building. (Barney 1991, pp. 99-120; Diericks, Cool 1989, pp. 1504-1511; Grant 1996, pp. 357-387; Hamel, Prahalad 1990, pp. 79-91; Peteraf 1993, pp. 179-191; Rumelt 1984; Teece, Pisano, Shuen 1997, pp. 509-533). The development of the resource approach to management considerably shifted the meaning of knowledge and positioned it as the key-success factor for competitive advantage. What's more, some of the researches claim that knowledge capital is the most valuable asset in the organization. (Grant 1996, pp. 357-387; Chatzkel 2003; Davenport, Prusak 2000; Perechuda 2005; Steward 1997, p. 13; Sveiby 1997; Edvinsson, Malone 2001; Ross, Ross, Dragonetti, Edvinsson 1997; Bratnicki 2000, p. 100; Bukowitz, Williams 2000, p. 223; Osbert-Pociecha, Karaś 1999, pp. 18-21; Zack 1999, pp. 125-145).

2. KNOWLEDGE PROCESSES – THEORETICAL PERSPECTIVES

In the subject literature we may come across a great number of detailed activities of success strategy. Some of these activities are shown in Table 1.

Table 1
 Knowledge activities identified in the literature

Author	Knowledge-based processes
M. Sarvary (Sarvary 1999, pp. 95-107)	Organizational learning Knowledge creation Knowledge distribution
D. Skyrme (Skyrme 1998)	Knowledge creation Knowledge collection Knowledge organizing Knowledge diffusion Knowledge applying Knowledge exploitation
M.J. Stankiewicz (Stankiewicz 2005, pp. 226)	Knowledge collection Knowledge storing Knowledge transfer Knowledge using
B. Mikula (Mikula 2002, pp. 74-75), (Mikula 2006, pp. 119-122)	Planning of knowledge generation process Organizing of knowledge generation process Controlling of knowledge generation process
J. Brdulak (Brdulak 2005, pp. 20-21)	Knowledge creation Knowledge use Knowledge codification
B. Gladstone (Gladstone 2004, pp. 178-179)	Knowledge acquisition, diffusion and harvesting Knowledge creation and development Knowledge using
APQC (Arthur 1996)	Share Create Identify Collect Adapt Organize Apply
C. Choo [Choo ,1996]	Sense making (includes “information interpretation”) Knowledge creation (includes “information transformation”) Decision making (includes “information processing”)
G. Szulanski [Szulanski, 1996, pp. 27-43]	Initiation Implementation Ramp-up Integration
K. Wiig [Wiig, 1993]	Creation Manifestation Use Transfer

A. Tiwana (Tiwana 2000)	Acquisition Knowledge diffusion and using
I. Nonaka (Nonaka 1991, pp. 96-104)	Socialize Internalize Combine Externalize
G. Probst, S. Raub, K. Romhardt (Probst, Raub, Romhardt 2002, pp. 41-42)	Identifying knowledge Acquiring knowledge Developing knowledge Sparing & distributing knowledge Reusing knowledge Preserving knowledge

M. Sarvary treats knowledge management as a business process consisting of three sub-processes (Sarvary 1999, pp. 95-107). D. Skyrme differentiates six processes of knowledge management (Skyrme 1998). M. J. Stankiewicz shows four stages of knowledge management, moreover, one gets the impression that they run sequentially, one after another. It may also seem that different knowledge-based processes are parallel, overlapping and conditioning each other (Stankiewicz 2005, p. 226). B. Miłkowska defines knowledge management process as classically identified management functions which have been accomplished in cycles (Miłkowska et al. 2002, pp. 74-75; Miłkowska 2006, pp. 119-122). J. Brdulak claims that after capturing a variety of viewpoints on knowledge management, one may simplify the description emphasizing only those elements which are vital for the process (Brdulak 2005, pp. 20-21). B. Gladstone's approach to this presented issue might also be considered as quite interesting. This author identifies four major elements in knowledge management, though additionally, he divides them into two classes. The first class embraces the processes of acquiring, sharing and harvesting of knowledge. Here, the knowledge is perceived as an asset. The second class refers to knowledge as a process which includes creation, streamlining and automatic utilization of knowledge (Gladstone 2004, pp. 178-179). Basing their studies on large-sized enterprises, G. Probst, S. Raub i K. Romhardt presented their own concept of knowledge management. The authors pointed at several key-processes related to knowledge which they defined as: locating, acquiring, evolving, sharing, distributing, utilizing and storing of knowledge (Probst et al. 2002, pp. 41-42). The processes identified in this concept are interdependent and cohesive as a system. This means that any change in one of these elements is followed by changes in the remaining ones.

3. KNOWLEDGE PROCESSES – RECENT RESEARCH PERSPECTIVES

The outcome of the researches conducted by C. Holsapple i K. Joshi (Holsapple, Joshi 2002, pp. 477-490) using the Delphi method are interesting as far as the identification of knowledge processes are concerned (31 panelists from all over the world, of primary business interests in manufacturing, service, consulting, and education took part in the panel). Panelists approached the field from different perspectives, i.e. from the researcher's, theorist's and practitioner's point of view (43% of them in both). The panelist's experience in KM field ranged from 1 to 15 years, with a majority of at least 5 years experience. 40% of the panelists had at least 10 KM-related publications and 50% had done KM presentations at conferences at least 10 times (among others M. Zack, K. Sveiby, L. Prusak, G. Petrash, D. Skyrme, M. Demarest, K. Wiig participated in this panel).

Researches were designated to identify the basic knowledge-related processes (called by the researchers knowledge manipulation activities), but mainly to test the model which identified the processes. The researchers created their own model synthesizing resource-based view and eventually identified four basic knowledge-related processes: acquiring, selecting, internalizing and using of knowledge (Fig.1.).

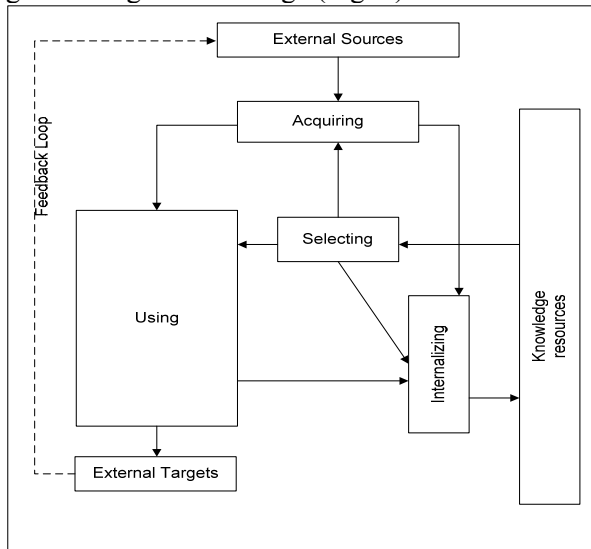


Figure 1. Knowledge processes – major knowledge manipulation activities.

Source: Holsapple, Joshi 2002, p. 482

The conducted researches enabled the authors to state that the knowledge-related models of processes, found in the subject literature are not complete, likewise the one that was tested. Delphi panelists deemed it necessary to present the knowledge-related processes included in Table 2.

Table 2

Delphi study - critics

Knowledge activities perceived as missing from the model
Knowledge generation
Knowledge conversion
Organizing, categorizing, storing, and sharing knowledge
Unlearning
Location of stakeholder value
Sharing/socializing, creating, capture/storage, and learning

Source: based on Holsapple, Joshi 2002, pp. 477-490

As the researches proved, the lack of practical successes most frequently comes from:

- the lack of core explanation of particular processes (mainly of knowledge flow),
- the need for clear differentiation between knowledge acquisition and selection,
- unclear differentiation between knowledge utilization and knowledge internalization,
- the lack of discussion about value sources.

It is worth noticing, as the panelists stated, that there had been little concern for knowledge upgrading, i.e. adding new knowledge, elimination of unsuitable knowledge-unlearning. All of those issues are left somehow behind the main scientific inquiries. Publications most frequently provide guidelines on how to teach than on how to eliminate the inessential, obsolete, shortly speaking, unnecessary knowledge. The problem of unlearning has been raised by G. Hamel and C. Prahalad and also by other scientists. Though it has an indicative character it is significant for future competitive advantage (Hamel, Prahalad 1999, pp. 49-51). A. Jashapara also indicates this problem (Jashapara 2006, pp. 98-100).

Knowledge-based processes are most frequently analyzed in the context of a new product or service. Several publications and studies covering the field of R&D and product innovation interpret knowledge in the same way (Haffer 2005 pp. 461-462; Park, Kim 2006; Brdulak 2005; Hoegl, Schulze

2005, pp. 263-273; Teo 2005, pp. 147-159; Yamin, Otto 2004, pp. 239-258; Kumar 2001, pp. 159-174; Yang 2005, pp. 121-135; Adenfelt, Lagerstrom 2006, pp. 191-198; Furu, 2001, pp. 133-149). Empirical studies conducted by the author herself prove that it is only applicable to some of the trades.

The biggest problem for effective usage of knowledge is the diffusion itself, often identified with knowledge sharing. S. Gluckstein, after having researched 36 organizations, states that 62% of them indicate diffusion as the basic constraint for efficient KM (Gluckstein 2001). It is commonly known that the value of knowledge increases along with the growth of its intensive application. This growth of intensity may only occur when the knowledge is accessible to the maximally wide range of associates (Gluckstein 2001; Desouza 2003, p. 71; Kaplan, Norton 2004, pp. 72-89; Grant 1997, pp. 450-454). However, it does not refer to all fields of knowledge but in particular to technological and product knowledge, market and operational knowledge. It seems that knowledge diffusion provides better opportunities for its application and constitutes basic premises for future cooperation between organization networks and their *stakeholders*. That is why inter-organization networks are becoming so popular both in theory and practice with its whole spectrum of different kinds and ranges. Operating within the network is based on relations not always of a formal character and brings additional benefits which are mainly sourced by knowledge diffusion (Niemczyk 2006, p. 76; Dyer, Singh 1998, p. 662; Ernst, Kim 2002, pp. 1417-1429; Lipparini, Fratocchi 1999, pp. 655-667; Mason, Beltramo, Paul 2004, pp. 53-72). The form of cooperation within the network does not only mean cooperation between the organizations themselves but it also facilitates all different forms of cooperation with other entities. C. Prahalad and V. Ramaswamy simply state that networks of the future will be based on collaboration between the organization and its clients (Pralhad, Ramaswamy 2005; Blomstremo et al. 2004, pp. 355-373). This has also been confirmed by the author's conclusions which appear in the further parts of this presentation.

4. KNOWLEDGE FLOW

Knowledge flows between different entities both internally and externally. These processes also occur between the environmental elements and contribute to those in the organization. These processes form specific chain of values based on knowledge assets and provide real assets of added

value. Thus, it is extremely vital for the organization to formulate and monitor knowledge-based processes in order to apply them to the value zone (Fig. 2.)

Basic knowledge-based processes flow between internal and external structures. Internal and external structures are perceived as the social processes where the subject units express themselves and their needs. These structures are of a dynamic character and generate their power from interactive relations between the entities. Such meaning of structure has been adopted from K. Weick (Weick 1977, 1983). Similar interpretation of the dynamics of knowledge-based processes has been offered by K.-E. Sveiby (Sveiby 2001). Other authors focus on internal processes in the organization and from the organization to the external environment (Lahti, Beyerlein 2000, p. 71).

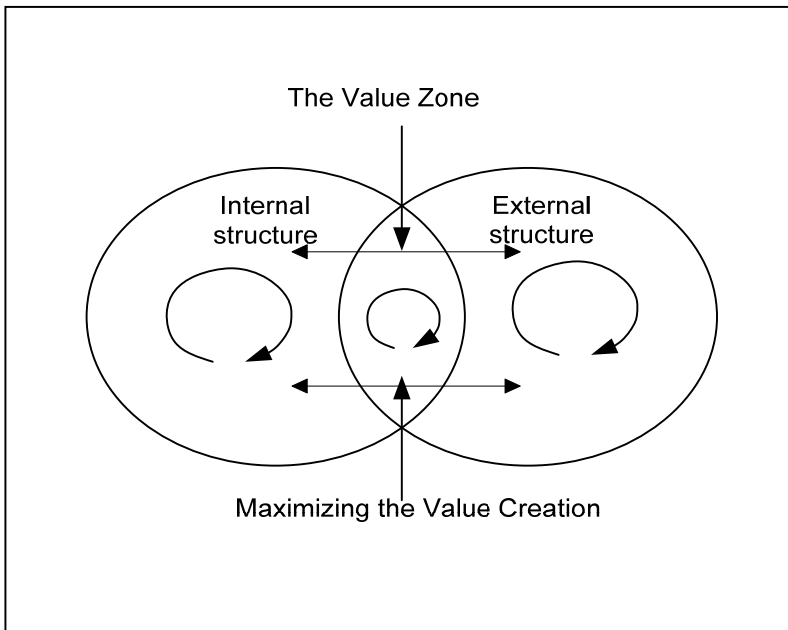


Figure 2. Knowledge processes flow

Source: own elaboration

Fig. 2 presents the flow of knowledge processes and enables us to identify their basic kinds. We can also identify the potential effects embodied in these processes (table 3.). Among them we can distinguish the following processes:

- knowledge processes flow from internal to internal structures(internal to internal),
- knowledge processes flow from internal to external structures (from internal to external),
- knowledge processes flow between external structures (from external to external),
- knowledge processes flow between external and internal structures (from external to internal).

Table 3

Positive effects of knowledge flows

Knowledge Flow	Effects
From internal to internal structure	-individuals competence can be improved by using systems, tools, and templates, -organization can improve the conversion of individually held competence to systems, tools and templates, -organization can improve transfer of competence between people in organization, -organization can improve the collaborative climate
From internal to external structure	-employees can improve the competence of stakeholders, -organization can improve systems, tools and templates of stakeholders, -organization can improve communications channels with stakeholders, -organization can improve its competence to serve customers
From external to external structure	-organization’s stakeholders can improve the competence of the employees
From external to internal structure	- individuals competence can be improved by interrelation with stakeholders

Source: own elaboration

Knowledge-based processes and learning processes are key factors of knowledge strategy implementation which affect the character and content of the empirical studies. The conclusions presented below deploy different perspectives of perceiving the knowledge-based processes, their impact on the accomplishment of the organization’s objectives and also the significance of these processes for the researched organization.

Subject literature offers an array of study results on knowledge-based processes. They mostly come in the form of case studies. If the empirical sample is bigger, then the studies are based on the author's individual approach to the subject matter. Diversely perceived processes hinder the studies but especially make it hard to compare the empirical results.

5. RESEARCH SETTING

Evaluation of the knowledge-based processes required empirical studies. The conducted studies concentrated on the core evaluation of particular processes. Studies on knowledge-based processes had the following cognitive objectives:

- diagnosis of the ways and ranges of accomplishment of particular knowledge-based processes,
- identification of the importance and evaluation of intensity of knowledge-based processes between the internal and external structure.

Strategy of organization is effective when it gets accomplished. A thorough recognition of strategy conditions is absolutely necessary for the effective strategy. Such conditions are the key content of strategy implementation. It was assumed that the effectiveness of strategy is dependent on the level of knowledge-based processes.

The subject of this article will deal with knowledge-based processes. It will mostly focus on the directions of knowledge processes flow.

6. KNOWLEDGE PROCESSES FLOW – RESULTS AND DISCUSSION

Studies conducted by the author of this article had cognitive objectives presented earlier.

A key difficulty of the projected studies was the appropriate selection of the empirical sample, particularly in the situation when it was decided to study the opinions of managers and employees. Trade and size diversification was critical for the obtained results. The researched samples were diversified. On one hand it challenged their representativeness but on the other hand portrayed different perspectives and made a variety of interpretations feasible.

The sample group was surveyed and interviewed. Managers and employees of 160 organizations were surveyed. Top managers were

surveyed (from 1 to 4 in one organization) giving 257 responses. In the employee group they put some effort to obtain at least 10 responses in the surveyed organizations. Unfortunately, it was not possible to obtain 10 responses for each case and finally it totaled 825 questionnaires. 520 questionnaires were studied. The total number of the surveys (taken into consideration) equals 777 employees in 160 organizations.

Knowledge-based processes flow in different directions. From the strategic point of view, vital are not only processes which occur within the organization but also, and maybe particularly, those between the organization and stakeholders and stakeholders themselves (stakeholders include: suppliers, clients, competitors, governmental and non-governmental organizations, owners). Identified directions of knowledge processes flow were empirically verified in order to evaluate their importance and real intensity of their accomplishment.

The empirical results were presented in tabular sets. A formal similarity criterion of the researched entities was introduced.

The first researched problem referred to the importance of directions of knowledge flow. Respondents subjectively evaluated the importance of identified directions, and then the weights were approximated. Referring to evaluation, respondents were asked to evaluate the processes in reality. The highest evaluation grade was „5”. this meant no reservations to the processes at the given moment (moment of the survey) Grade „1” was reserved for the conditions which do not appear in practice. The grades were approximated in formally similar groups of entities. The first case was sorted according to its size (table 4.). Then the total result was approximated for particular classes.

Table 4

Responses for research's criteria – organization size perspective

Knowledge flow	Small enterprises			Medium-sized enterprises			Large enterprises		
	weight	range	result	weight	range	result	weight	range	result
From internal to internal structure	0.3	4	1.2	0.5	4	2.0	0.3	2	0.6
From internal to external structure	0.1	2	0.2	0.1	2	0.2	0.1	2	0.2
From external to external structure	0.2	3	0.6	0.2	2	0.4	0.2	2	0.4
From external to internal structure	0.4	4	1.6	0.2	3	0.6	0.4	2	0.8
Total result	X	X	3.6	X	X	3.2	X	X	2.0

Source: own elaboration

It has been observed that in the group of small organizations the most important knowledge processes flow goes from external to internal (weight 0.4) and also from internal to internal (weight 0.3). At the same time the evaluation of the real flow of the processes is high and equals in both cases 4. In medium sized organizations the most explicit flow was observed inside the organization. In this case the real evaluation of the flow is also high. Knowledge processes flowing from external to internal are considered the most vital for the class of large organizations (weight 0.4). Respondents place the flow from internal to internal as second on the list (weight 0.3). It is worth underlining that in spite of the high rank of importance the total evaluation of the knowledge processes flow (but also others) is rather low and equals 2 (with reference to all directions).

Interesting seems to be the conclusion that the importance of knowledge flow from internal to external is evaluated rather low, while at the same

time the knowledge flow from external to internal (at least in the group of small and large organizations) is evaluated high. This may be so because the general expectations of the organization are as follows: maximize the knowledge deposited in the surroundings protecting at the same time the organization's assets against external structures. The high evaluation of processes flow from internal to internal structure in all researched classes confirms the thesis on knowledge diffusion processes as key important. This may mean vital need or perceptible necessity to exploit the possessed knowledge resources. We might be tempted to form the hypothesis of such reasons. For the group of small organizations basic meaning has the flow from external to internal and from internal to internal. But in the group of medium size organizations meaningful is the processes flow from internal to internal. The basic reason for such an evaluation is the need to acquire information from institutional and sectional surroundings and on the other hand the high mobility of small and medium size entities. The size of the enterprises guarantees more flexible operations including the change of the brand. Environmental knowledge becomes indispensable in order to undertake any of these operations. The importance of knowledge processes flow was similarly evaluated in large organizations. We might claim that the reasons are similar to those identified in the group of small and medium sized organizations.

The empirical researches show that in large organizations knowledge-based processes are evaluated low, though among the lowest of meaningful value are those which flow from the stakeholders to the internal structure of the organization. This fact is confirmed by earlier observations of many researchers and indicates that most contemporary large organizations concentrate on operational excellence which is treated as a critical competitive advantage (Hamel, Prahalad 1999, p. xi). Knowledge-based processes are similarly evaluated in small organizations. What might be interesting in medium size organizations is the fact that most critical are the knowledge-based processes which go inside the organization while between external elements are evaluated as the least vital. This fact confirms the earlier assumptions on building operational excellence. In large organizations the intensity of knowledge processes flow was evaluated on a low level. In practice, this may mean that these enterprises do not perceive knowledge-based processes as a tool of improvement for their competitive position. The most probable reason is the area of business they operate in and their strong market position (about 50% are operating in

industrial processing business). Inertia might also be a possible reason for such situation.

Synthetically approaching the evaluated results, we may derive several conclusions:

- protection of possessed knowledge-based assets becomes vital for all size organizations,
- maximum utilization of the knowledge deposited in the surroundings has an influence on the market position of the organization,
- exploitation of the deposited knowledge determines the vital business activities,
- in small and medium sized enterprises, intensity of knowledge processes flow is relatively bigger than in large enterprises.

Results of the same researches presented from an industry perspective are similar (table 5). The most differing from the average are the results obtained in trade 4 – public administration and insurance and in trade 1 – industrial processing. This was undoubtedly influenced by the fact that up to 30 researched entities (about 50%) operating in this trade were large size entities. The way the enterprises perceived the knowledge-based processes obviously had an impact on the obtained results. About 80% of the researched entities in this trade were large organizations which significantly impacted the results of the researches.

Here, it is worth emphasizing that there are some trades which contributed the highest to the evaluation of real intensity of knowledge-based processes. The highest evaluation was attributed, subsequently, to such trades as: financial agencies, advisory agencies and consulting (average 3.75), trading (3.6), IT businesses (3.6). High valuation of the knowledge-based processes in businesses listed below is not surprising. On one hand, the knowledge-based economy of such businesses requires intensive operating processes but on the other hand they are knowledge-based so they contribute to the knowledge and intensively develop. These are the specific instances where the knowledge approach contributes to the achievement of some businesses.

Table 5. Responses for research's criteria – type of industry perspective

	weight	range: industrial processing industry	result	relevance	range: transport and telecommunication industry	result	weight	range: consulting, financial services industry	result	weight	range: public administration and insurance industry	result	weight	range: education industry	result	weight	range: hotels and restaurants industry	result	weight	range: trade industry	result	weight	range: construction industry	result	weight	range: IT industry – production and services	result
From internal to internal structure	0.25	2	0.5	0.2	3	0.6	0.25	4	1.0	0.2	2	0.4	0.3	4	1.2	0.2	4	0.8	0.2	3	0.6	0.2	3	0.6	0.35	4	1.4
From internal to external structure	0.3	3	0.9	0.25	3	0.75	0.25	4	1.0	0.4	2	0.8	0.25	3	0.75	0.3	4	1.2	0.2	4	0.8	0.25	4	1.0	0.2	3	0.6
From external to external structure	0.2	2	0.4	0.3	3	0.9	0.25	3	0.75	0.2	2	0.4	0.25	2	0.5	0.25	2	0.5	0.2	3	0.6	0.05	2	0.1	0.2	3	0.6
From external to internal structure	0.25	3	0.75	0.25	3	0.75	0.25	4	1.0	0.2	2	0.4	0.25	2	0.5	0.25	3	0.75	0.4	4	1.6	0.5	3	1.5	0.25	4	1.0
Total			2.55			3.0			3.75			2.0		2.95			3.25				3.6			3.2			3.6

Source: own elaboration

Approaching the results from managerial perspectives, the processes from internal to external proved to be the least significant (table 6). Broadly defined, this results from the relevance of the organization's assets, their protection and sustained competitive advantage. The surveyed managers valued the remaining knowledge-based processes much higher. This may mean that they are relevant measures of internal capability and raise the stakeholders' knowledge.

For the employee group, the most relevant were the internal knowledge-based processes of the organization. The other processes were valued as less important. This proves the fact that employees are mostly short-term goals driven. Moreover, efforts are low since the employees are not entitled to make decisions. This does not prompt the people to get involved in the business activities. The processes from internal to internal are valued incredibly high. This suggests the need for knowledge sharing. Though the intensity of the processes was valued low. We have learned that management should create some type of forward projection to show how intellectual capital, properly selected motivational instruments, organization of work or management methods may impact on future development and growth.

Table 6

Responses for research's criteria – hierarchical levels perspective

Knowledge flow	Manage			Employ		
	weight	range	result	weight	range	result
From internal to internal structure	0.3	4	1.2	0.6	3	1.8
From internal to external structure	0.1	2	0.2	0.1	2	0.2
From external to external structure	0.3	3	0.9	0.1	2	0.2
From external to internal structure	0.3	3	0.9	0.2	2	0.4
Total			3.2			2.6

Source: own elaboration

The aggregate value of processes in managerial group is higher than in the employees' group. This is justified by the roles they play in the organization. Though managerial staff appreciates the multi-directionality of

these processes, their intensity values low. Knowledge-based processes are social core behaviours which most of all require volunteer involvement of the units. Such involvement might emerge from knowledge-sharing strategy and the common goals of all employees in the organization. Knowledge-based management is ineffective when the managers are not involved in knowledge diffusion (Hiebeler 1996, p. 22-29; Lahti, Beyerlein 2000, p.73). Managers' commitment builds trust and creative culture, sets the vision, provides training and focuses on learning (Holsapple, Singh 2001, pp. 77-98). It is widely known that the organization culture, not IT technology, has a bigger impact on knowledge diffusion (Orlikowski 1996, pp. 173-189; Jashapara 2006, pp. 233-265).

CONCLUSIONS

The conducted researches allow to state that theoretical assumptions on operational excellence are true and valid mainly for large organizations. The second relevant conclusion is that protection of the internal assets and simultaneous exploitation of the external assets is highly relevant for the organization. A subsequent conclusion which could be derived is that organizations maximize the deposited knowledge and put it in to practice; finally, the conclusion confirms the significant meaning of knowledge diffusion.

The empirical results let us state that in some businesses, knowledge-based processes are more intensified. Knowledge-based processes are productive factors which impact on any kind of business and speed up its development.

Additionally, we may conclude that the intensity of knowledge processes flow is impacted by the size of the organization. The bigger the organization the lower the intensity. From the perspective of empirical researches, we may claim that employee's expectations of learning about organizational processes differ dependent on the position they hold in the organization's structure.

The array of strands which appeared in the researches were not brought into the discussion, though some of them were intentionally omitted. The studies were designed to elicit a clear conclusion on a strictly defined part of reality.

Particularly interesting might be the issue of knowledge diffusion processes embracing the development of culture processes in the organization. Equally engaging might be researches which capture a

monographic approach and deploy dynamic changes in knowledge-based processes. Analyses and valuation of knowledge-based processes flow in inter-organizational networks might also be of future concern. Such researches will project the organization not as an institution but will identify the knowledge flow between the organizations in the context of cooperation and competition.

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