

Competences found important for knowledge sharing

Hungary the logistics center of Eastern-Europe - E-learning based development of Innovative Logistics Training

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HUNGARY'S RENEWAL



2013.



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SZÉCHENYI PLAN

1

• **Previous KM Research**

2

• **Present KS Research**

3

• **Future Research Plans**

1

• Previous KM Research

2

• Present KS Research

3

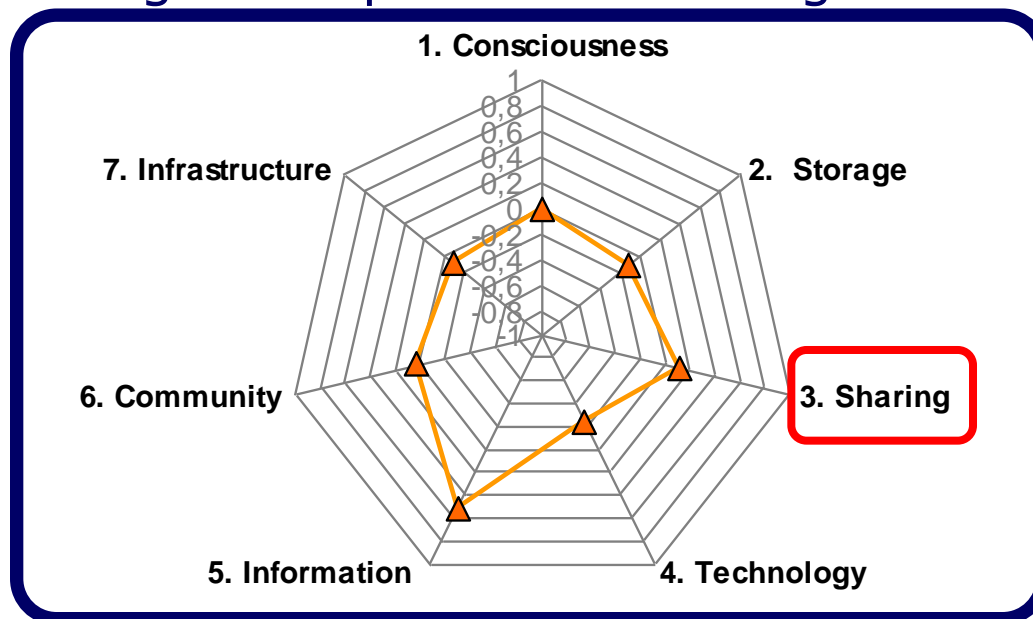
• Future Research Plans

Previous Research

Developing a practically applicable and, at the same time, theoretically and methodologically founded approach that contributes to the exploration and realisation of knowledge management practice.



What are the determinant factors in the knowledge management practice of an organization?

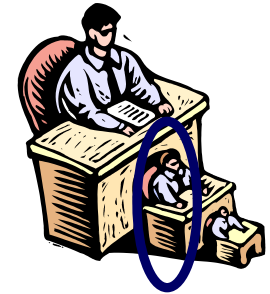


„Knowledge Management Profile” maturity model
(Gaál et al. 2008)

Focus, Middle Managers

Focus:

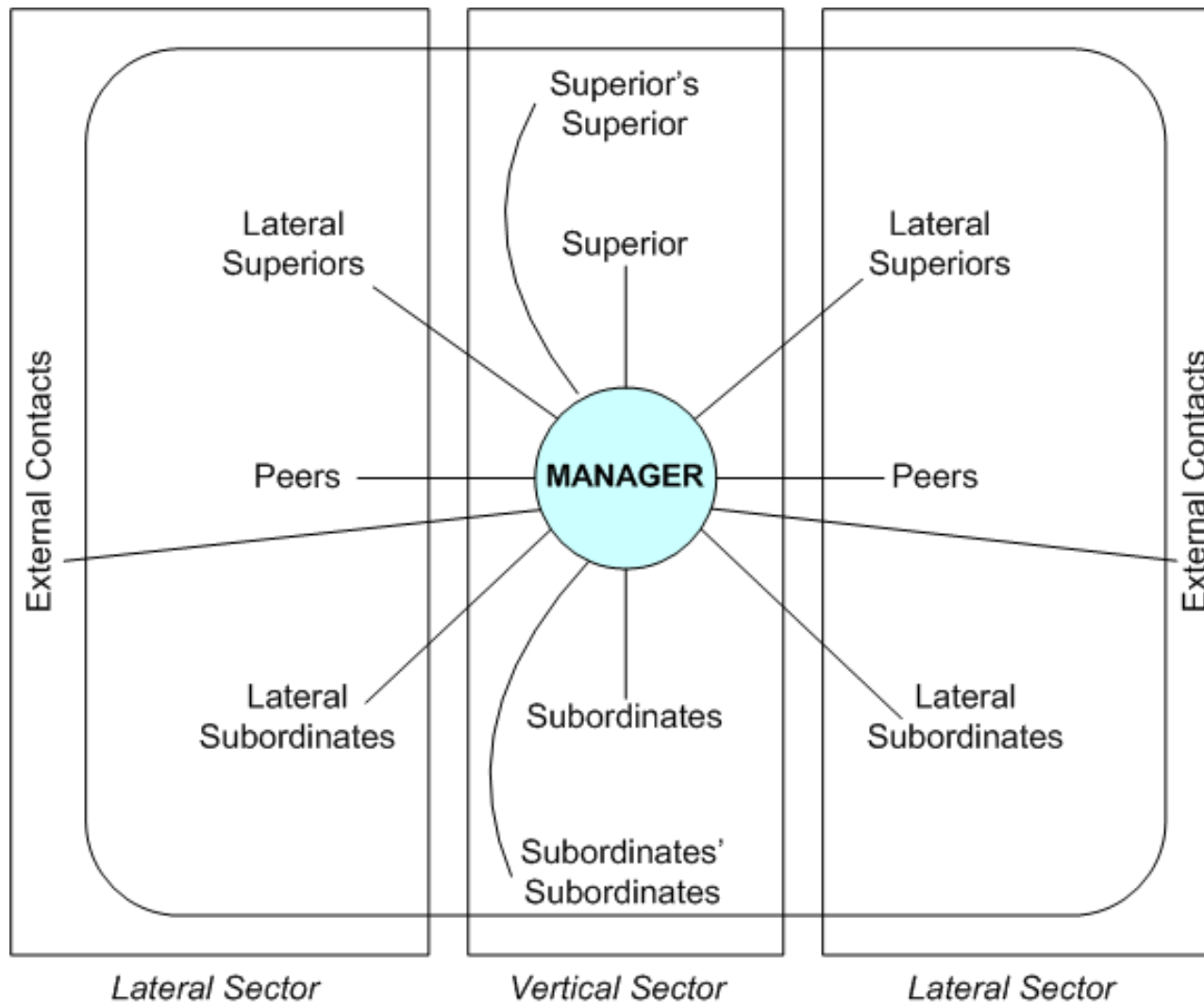
Knowledge sharing of middle managers who work at medium- and large sized enterprises in Hungary.



Focus, Middle Managers

Authors	Perspective of relationship	Subject of investigation
Schilit (1987)	Top Manager-Manager	strategic planning and decision-making
Nonaka (1988)		„compressive management”
Dutton, Ashford (1993, 1997)		issue selling
Pappas, Flaherty (2003)		strategic consensus
Crouch, Yetton (1988)	Manager-Subordinates	task performance -social contact
Xin, Pelled (2003)		emotional and task conflicts
Glasø, Einarsen (2006)		emotional responses, quality of relationship

Focus, Middle Managers



(Kaplan, 1984)

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• **Future Research Plans**

Methodology, Data Collection, Participants

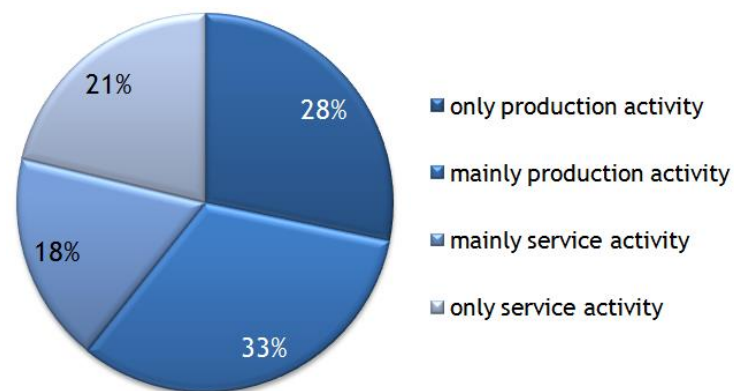
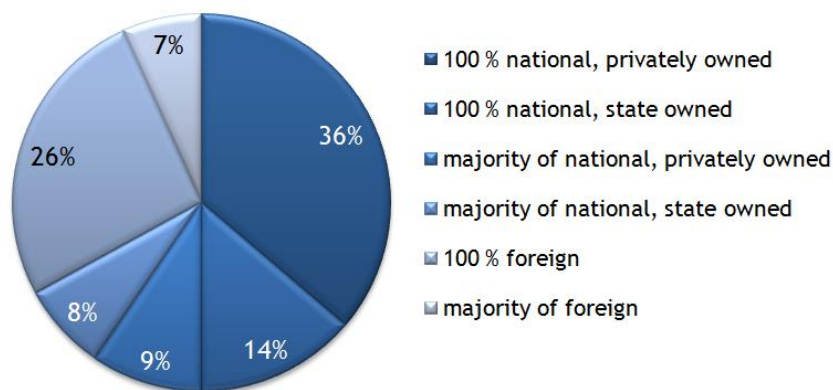
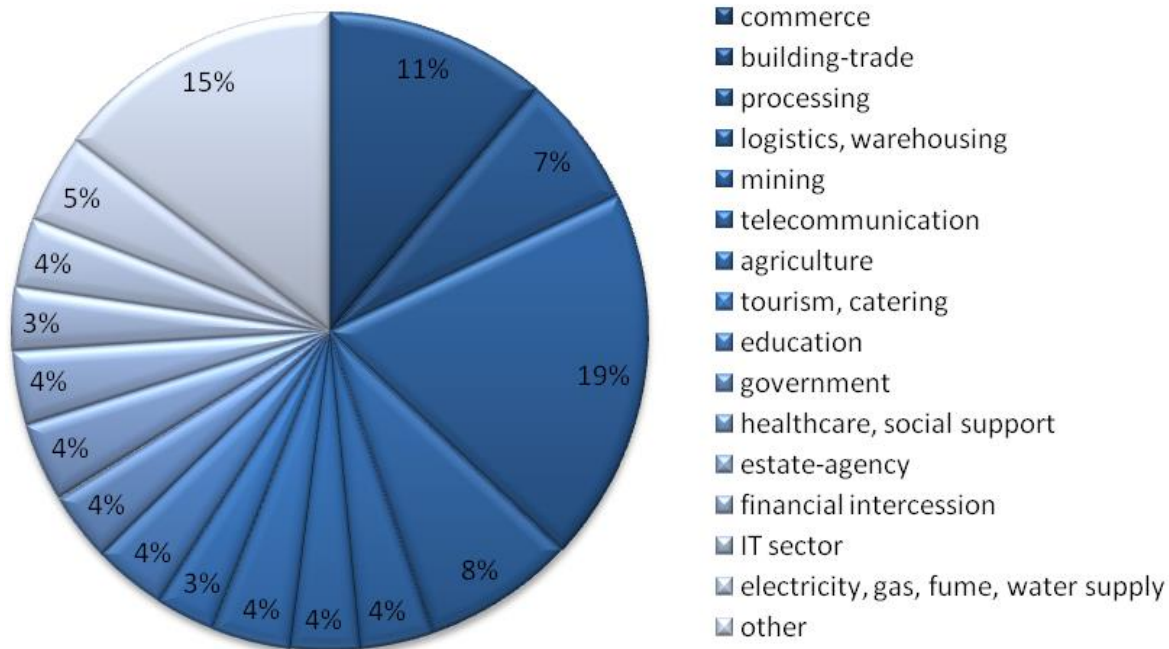
Quantitative Method: Questionnaire

- **Statistical** analysis
- **Econometric** analysis

Data Collection: Department of Management

- **Selected**: 4000 medium- and large sized enterprises
- **Beginning** - : 400 questionnaires

Methodology, Data Collection, Participants



(Csepregi, 2012)

Competences found important for Knowledge Sharing

The **competences found important for knowledge sharing** by middle managers who work at medium- and large-sized enterprises in Hungary ***can be characterised*** by the following competence groups: **methodological** competences needed for **thinking, methodological** competences used for **work method and style, social** competences connected with **communication skills, social** competences connected with **co-operational skills, professional** competences, **personal** competences and **other** characteristics and competences.



(Szabó, Csepregi, 2011)

Competences found important for Knowledge Sharing

Name of the Component	Name of the Variable
1. methodological competences needed for thinking	logical thinking, capability of systematization, ability of analysing, system analysis capability
2. methodological competences used for work method and style	identification with organizational goals, result-orientation, practical comprehension of the tasks
3. social competences connected with communication skills	ability of summarizing, easy capacity of understanding, ability of explaining
4. social competences connected with co-operational skills	capability of initiation, capability of maintaining of relationship, objectivity, ability of feedback, empathy
5. professional competences	working experiences gained in other special fields, experience gained by individual interests, self-experience at other types of organizations, experience at organizations similar to present one
6. personal competences	stamina , capability of undertaking tasks, ability of managing stress
7. intercultural competences	studies abroad, job abroad job in international surroundings

(Gaál et al., 2013)

Purpose, Research Question

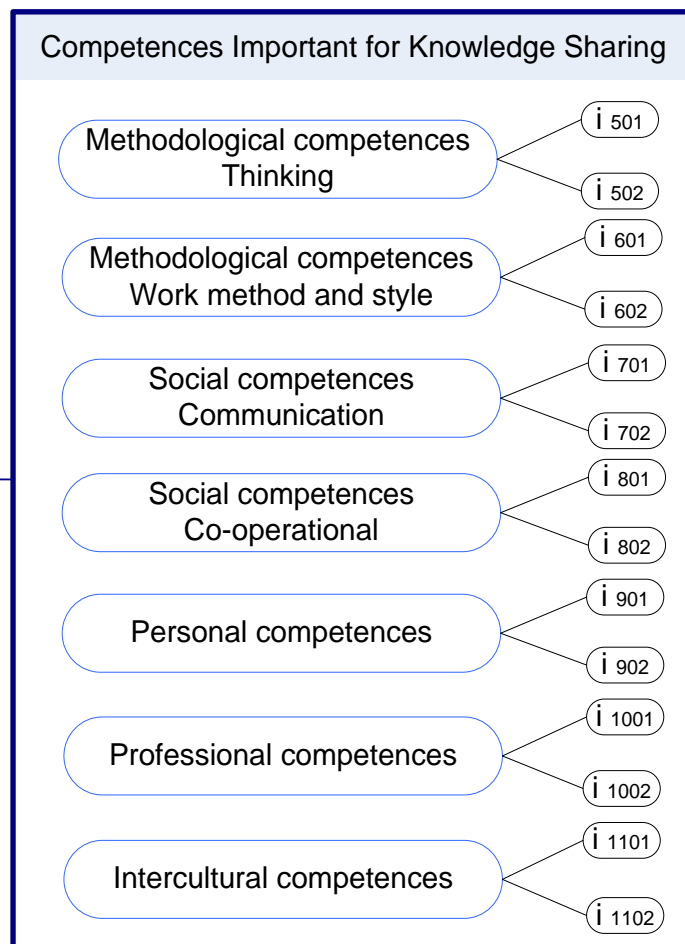
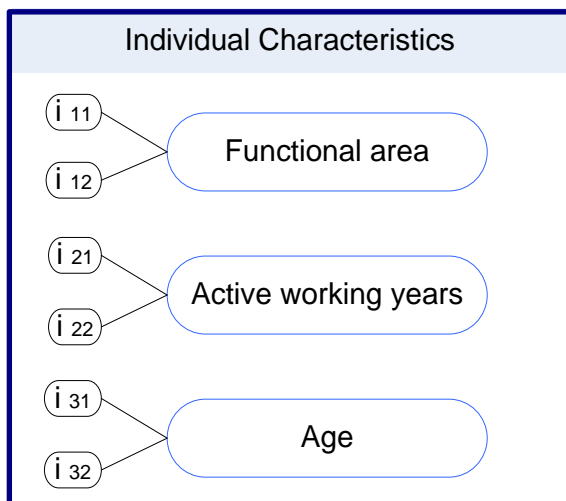
Purpose:

- to reveal those components of middle managers' individual characteristics that result in differences within the competence groups the middle managers find important for knowledge sharing.

Research Question:

How do individual characteristics (age, functional area, active working years) influence the competence groups found important for knowledge sharing by middle managers?

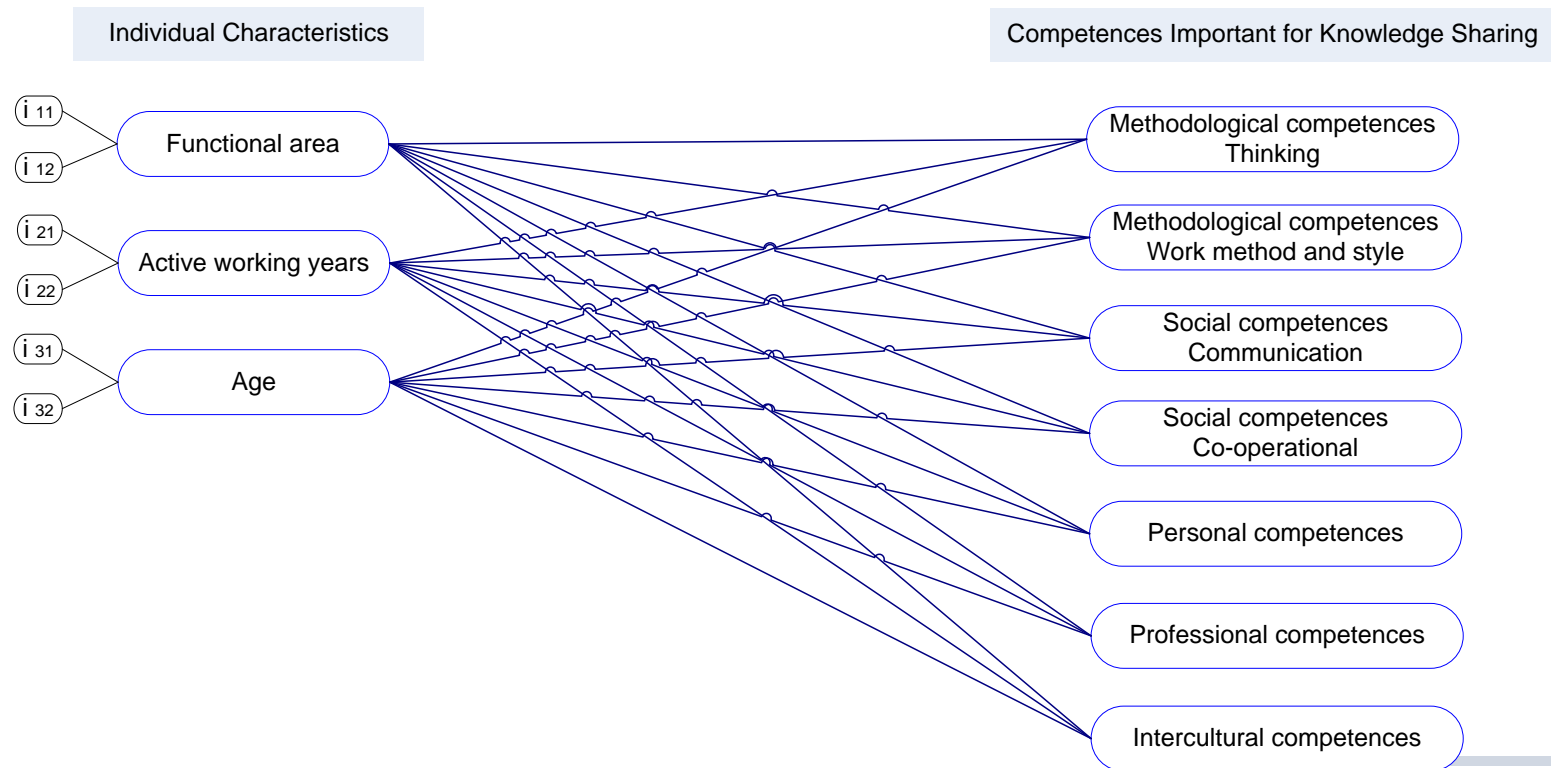
Modell



(Csepregi, 2012)

Hypothesis

H: Difference can be found within the competence groups found important for knowledge sharing by middle managers who work at medium- and large-sized enterprises in Hungary on the basis of individual characteristics.



Method

Methodological Thinking

Mean	0.000
Std. Dev.	1.000
N	400
%	100.0

functional area

soft

hard

Mean	0.116
Std. Dev.	0.918
N	199
%	49.8

Mean	-0.115
Std. Dev.	1.065
N	201
%	50.2

Intercultural

Mean	0.000
Std. Dev.	1.000
N	400
%	100.0

age

younger
than 35

older
than 35

Mean	-0.126
Std. Dev.	1.017
N	162
%	40.5

Mean	0.086
Std. Dev.	0.981
N	238
%	59.5

Social Communication

Mean	0.000
Std. Dev.	1.000
N	400
%	100.0

age

younger
than 35

older
than 35

Mean	-0.130
Std. Dev.	1.049
N	162
%	40.5

Mean	0.089
Std. Dev.	0.957
N	238
%	59.5

functional area

soft

hard

Mean	0.250
Std. Dev.	1.031
N	110
%	27.5

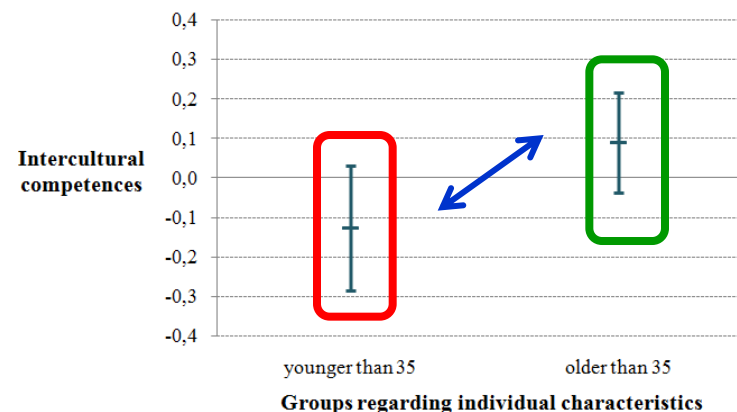
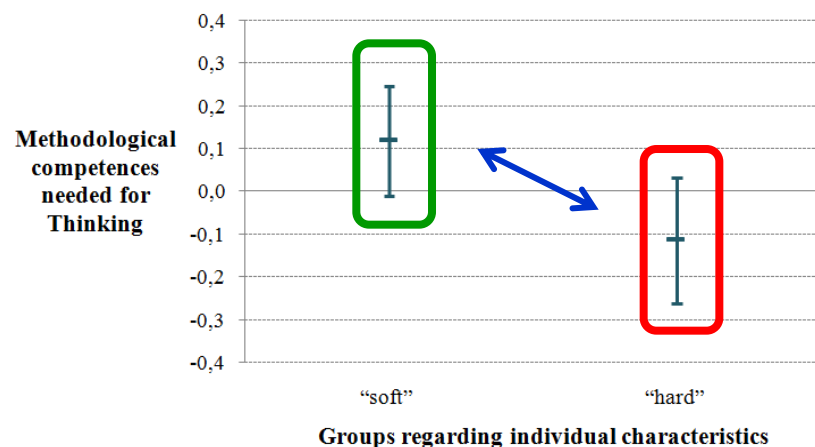
Mean	-0.050
Std. Dev.	0.870
N	128
%	32.0

(Csepregi, 2012)

Method

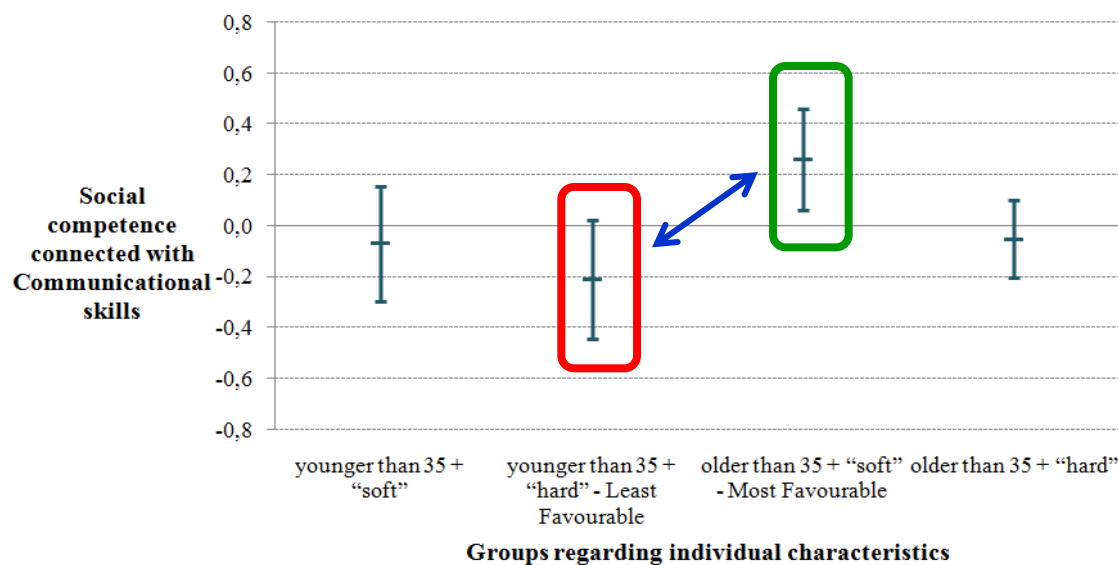
		Methodological Thinking	Social Communication	Intercultural
functional area	least favourable	"hard" (manufacturing, production, maintenance, logistics, quality management, finance, accountancy, controlling)		
	most favourable	"soft" (HR, R&D, commerce, project management , purchasing, sales, marketing)		
age	least favourable		younger than 35	
	most favourable		older than 35	

Method



Sig. 0,021

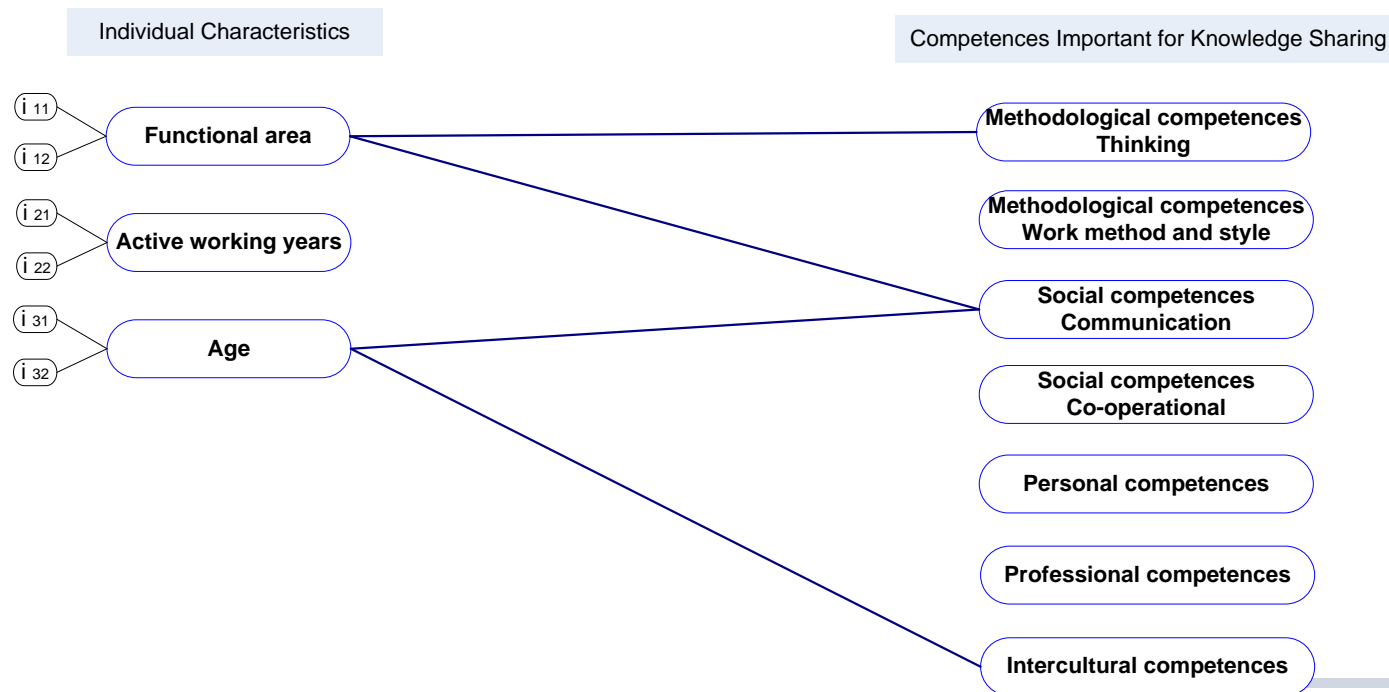
Sig. 0,038



Sig. 0,002

Thesis

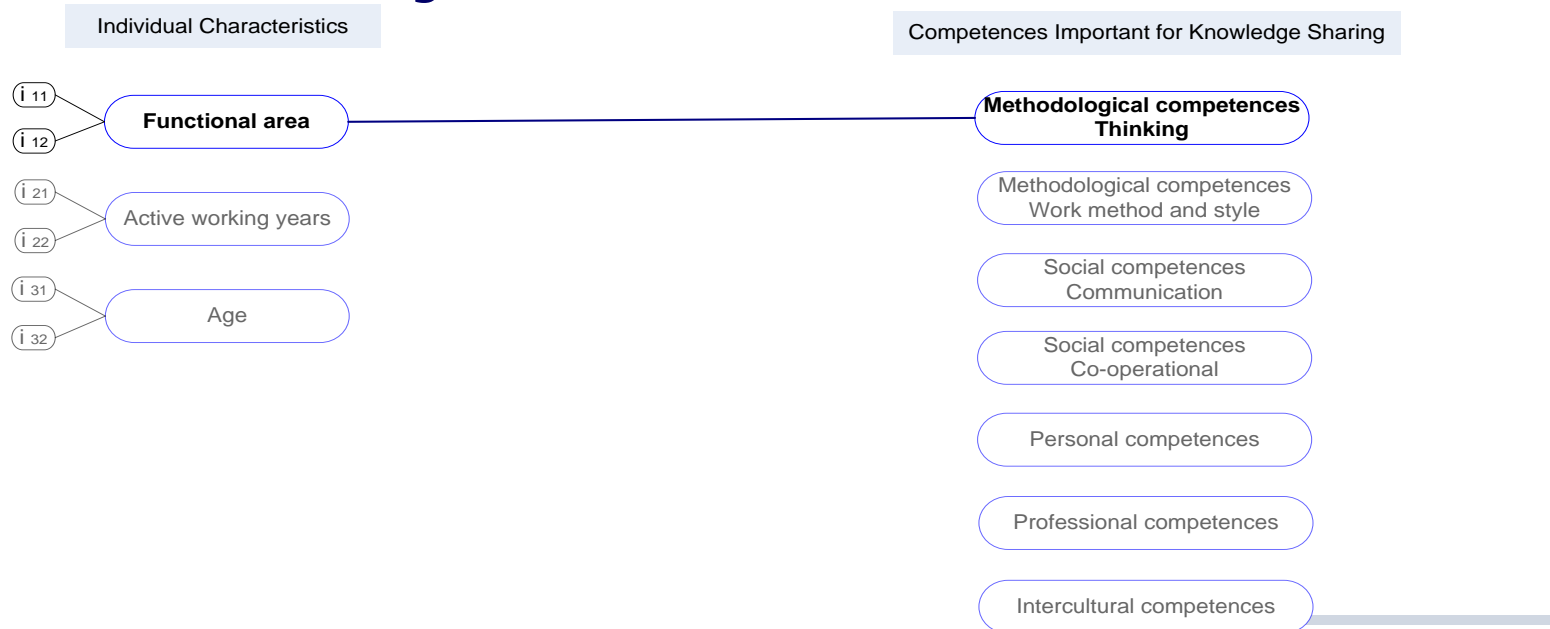
T: Difference is found within the competence groups found important for knowledge sharing by middle managers who work at medium- and large-sized enterprises in Hungary on the basis of individual characteristics.



Thesis

T: Difference is found within the competence groups found important for knowledge sharing by middle managers who work at medium- and large-sized enterprises in Hungary on the basis of individual characteristics.

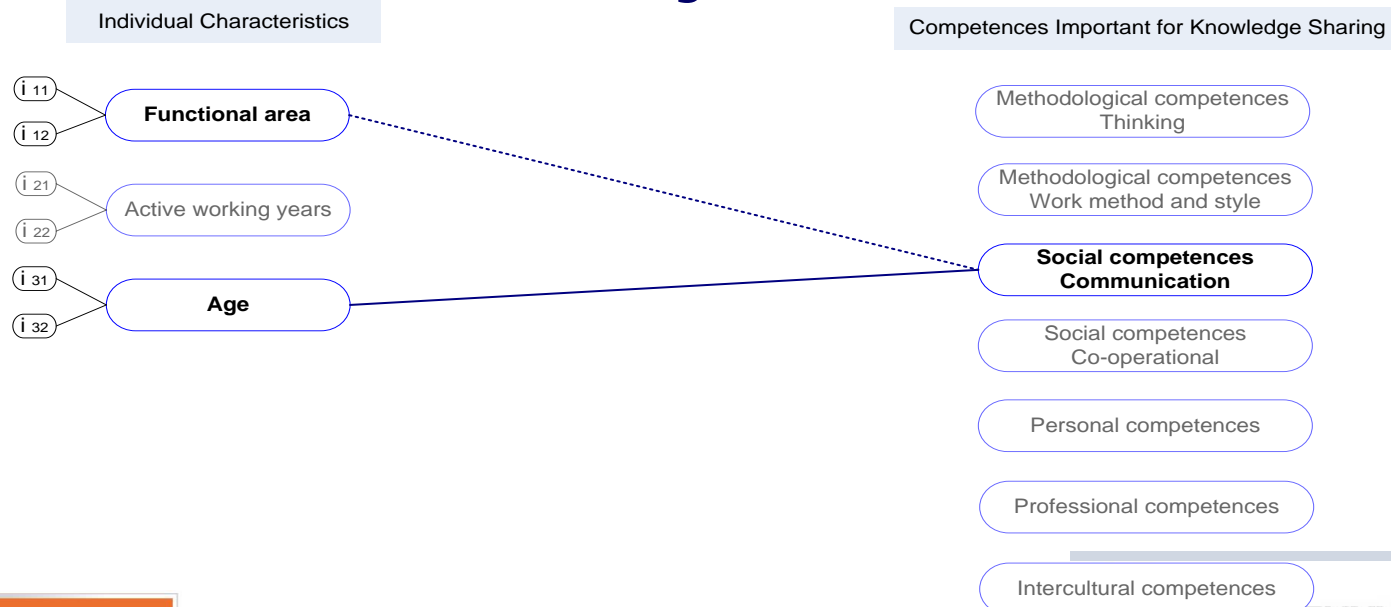
T1.1: Difference is found in **methodological competences needed for thinking** on the basis of individual characteristics by the middle manager's **functional area**.



Thesis

T: Difference is found within the competence groups found important for knowledge sharing by middle managers who work at medium- and large-sized enterprises in Hungary on the basis of individual characteristics.

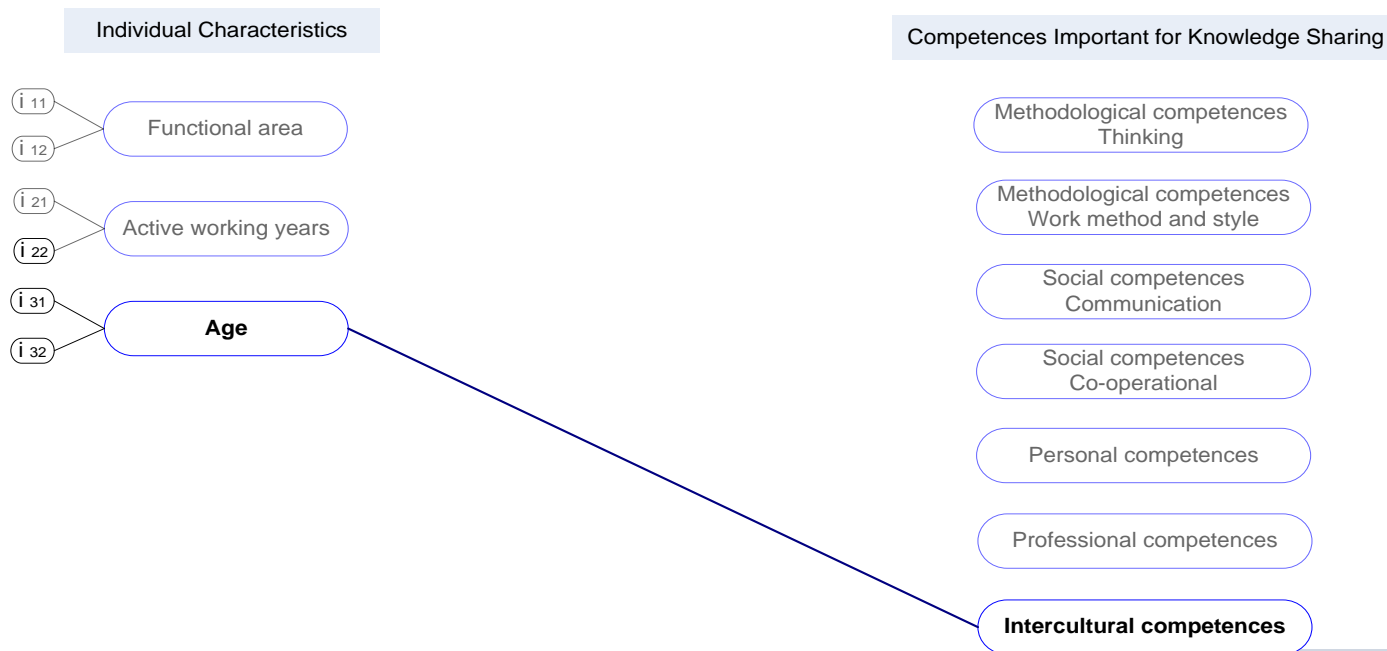
T1.2: Difference is found in the **social competences connected with communication skills** on the basis of individual characteristics **primarily** by the middle manager's **age** and **secondly** by the middle manager's **functional area**.



Thesis

T: Difference is found within the competence groups found important for knowledge sharing by middle managers who work at medium- and large-sized enterprises in Hungary on the basis of individual characteristics.

T1.3: Difference is found in **intercultural competences** on the basis of individual characteristics by the middle manager's **age**.



Thesis

T: Difference is found within the competence groups found important for knowledge sharing by middle managers who work at medium- and large-sized enterprises in Hungary on the basis of individual characteristics.

Elements of Competence Groups	Influencing characteristics	Type of characteristics	Type of difference
Methodological Thinking	individual	1.functional area	significant
Social Communication		1.age 2.functional area	
Intercultural		1.age	

(Csepregi, 2012)

1

• **Previous KM Research**

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3

• **Future Research Plans**

- **repeated** in few years
 - changes in the **competence groups** found important for knowledge sharing,
 - changes regarding **individual characteristics**,
- managers or employees from **other levels of the organization** investigated
 - **competences groups** found important for knowledge sharing,
 - results could be **compared** with resent results,
- other **parts of the questionnaire** examined in Hungary
 - **extended** to **other countries**
 - the **results** could be **compared**.

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Thank You For Your Attention!

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