The role of work processes and social interaction in the opportunity structures of knowledge sharing

This article focuses on knowledge-intensive enterprises in which searching for, creating, and sharing knowledge are vitally important in daily organisational life. The article examines the role of work processes and social interaction in the opportunity structures of knowledge sharing. The data of the study consist of interviews with the managers and personnel of two enterprises (27 interviews in total). Work processes and the organisation of work were different at the two enterprises. The examination focuses on both face-to-face and technology-mediated knowledge sharing. The study utilises the concept of the opportunity structures of knowledge sharing. In one of the enterprises, community-based social interaction and mentoring relationships played important roles. In the other enterprise, the utilisation of technology was the organising factor in both the work process and knowledge sharing. The differing opportunity structures of knowledge sharing supported and challenged the sharing of tacit knowledge. Many forms of knowledge sharing were used in both enterprises. Different theoretical approaches have diverging strengths and weaknesses in terms of capturing different forms of knowledge sharing. Our own solution was to focus on mutual relationships between the context of social interaction and the formal work processes in the analysis.