

The increasing value of knowledge in creating and sustaining competitive advantage as well as development of knowledge-based (and lately concept-based) work causes greater **need of exploring microfoundations of knowledge processes in organizations**. Within this context the knowledge sharing of employees seems to play critical role, because through the processes of sharing between employees the knowledge is broadly used within the organization, the organizational learning process take place and new knowledge is created. However, there is a problem with knowledge sharing, as it is rather a voluntary and episodic individual activity. Individuals cannot be forced to share knowledge (rewards seems not to play their assumed role), they can only be enhanced by creating conditions and opportunities, in which the potential threats and cost of sharing are substantially reduced. Moreover, it is also important to acknowledge that sharing knowledge between employees involves diverse forms of behaviours, and the knowledge sharing should be analysed as complex activity, taking into account knowledge receiver and knowledge donator side, as well as the fact who initiates the act of sharing.

**The main research objective** of the project is evaluation of effects and organizational antecedences of the knowledge sharing by employees at work with a particular emphasis on the three forms of knowledge sharing behaviour (knowledge seeking, reactive knowledge sharing, proactive knowledge sharing). Exploring the relation between forms of knowledge sharing behaviour and organizational performance will enable understanding whether particular forms of knowledge sharing behaviour are important in terms of innovativeness and operational performance. The project also strives to better understand how organizations could shape knowledge sharing of their employees.

The project is based on the *knowledge governance approach*, and aims to understand how governance mechanisms influence the knowledge processes and incorporates interactions between individual and organizational conditions in shaping the knowledge sharing behaviours. In particular, project aims at exploring the relations between human resource management practices, organizational structure, workplace architecture, organizational culture and motivation to share, and further the knowledge sharing behaviour itself. An additional area of the project is analysing the importance of organizational alignment (among culture and other governance mechanisms) in enhancing knowledge sharing of employees. It is connected with investigating whether culture is the most important enhancer of sharing, or rather the commensurable modification with other governance mechanisms is important.

To answer the above listed issues, the survey research will be performed among managers and knowledge workers of medium and large companies (investigating several employees per company) followed by cause and effect analyses between the measured variables using the structural equation modelling and multi-level methods.