



Comparative Police Studies in the EU

Knowledge Sharing: The Cultural and Hierarchical Determinants

Münster, May 22nd-25th

EAWOP

Lucia Ratiu, Claudia Rus,
Gabriel Vonas & Adriana Baban
Babes-Bolyai University, Romania

Knowledge sharing

Knowledge sharing is the exchange between two or more parties of potentially valuable information (.g. Davenport, 1997; Ipe, 2003); involves both seeking and providing knowledge (Ingram, 2002; Wang & Noe, 2010).

Knowledge sharing in police



Types of knowledge in police organizations

- criminal intelligence,
but also
- new policies and procedures, strategies, technology use, changes in legislation, major social events, good practices and organizational performance

The scope of knowledge sharing (intra- or inter-organizational)

The practices used to share knowledge

Intra-organizational knowledge sharing

Intra-organizational knowledge sharing reflects sharing of information between internal functions or hierarchical levels. If new knowledge is not shared with the relevant constituents of the organization, then its effect may be limited (Bontis et al., 2002; McDougall & Beattie, 1998).

Categories of facilitators or barriers that impact upon knowledge sharing

- knowledge management strategy and legislation
- technology
- culture
- loss of knowledge.

Intra-organizational knowledge sharing

The management roles affect knowledge sharing – the need to stimulate and encourage knowledge sharing in police investigations (Berg, 2008)

Encouragement to share knowledge may also be impacted by a tendency within the police to see knowledge as associated with power (Bell, 2010; Ram, 2000; Seba & Rowley, 2010)

Objective

To explore the factors influencing knowledge sharing in policing context; specifically, to investigate the cultural and hierarchical determinants of the overall effectiveness of the internal knowledge sharing in police organizations.

Cultural determinants: employees' involvement in change management, organizational flexibility (openness to new, support to develop new ideas, readiness for change), and specific actions to promote knowledge sharing

Hierarchical determinants: the general, line and senior management encouragement to share knowledge.

a. Participants

- 89 police officers from one Romanian police force (84.3% males; 15.7% females)
- $M_{age} = 36.67$ ($SD = 6.96$)
- Rank: Operational (52.8%), Supervisory (28.1%), Senior (18%) and Top level (1.1%)

b. Instrument

the Police Knowledge Sharing Diagnostic Tool – Diagnostic Instrument (POLKS-DI developed by the Institute of Work Psychology, University of Sheffield, 2012)

c. Procedure

Paper-and-pencil version; IBM SPSS v.19; regression analysis

Results

Table 1. Descriptive statistics of the variables included in the study (N=89)

Variable	M	SD	1	2	3	4	5	6	7	8
1. Engagement	3.27	.80	1							
2. Org. flexibility - openness	3.50	.71	.72**	1						
3. Org. flexibility – support	3.40	.94	.52**	.64**	1					
4. Org. flexibility - change	3.67	.73	.62**	.75**	.64**	1				
5. General encouragement	3.87	.82	.47**	.48**	.34**	.35**	1			
6. Senior encouragement	4.03	.74	.55**	.54**	.40**	.46**	.60**	1		
7. Line encouragement	3.82	.72	.44**	.57**	.36**	.36**	.54**	.58**	1	
8. Specific action	3.51	.70	.46**	.51**	.39**	.44**	.47**	.51**	.66**	1
9. Effectiveness	3.46	.58	.23*	.23*	.102	.28**	-.02	.30**	.08	.03

Results

Models

Step 1 (demographic data) – $F(3,85) = .23, p > .05$

Step 2 (cultural and hierarchical determinants) – $F(11,77) = 2.20, p < .05$,
 $F_{\text{change}}(8,77) = 2.92, p < .01$

Coefficients

Senior management encouragement positively predicted the overall effectiveness of internal knowledge sharing ($\beta = .47, p < .01$)

General encouragement to share knowledge negatively predicted the overall effectiveness of internal knowledge sharing ($\beta = -.30, p < .05$)

The other cultural and hierarchical variables did not significantly predict the overall effectiveness of internal knowledge sharing

Leadership and management impact upon the effectiveness of internal knowledge sharing, but only the **encouragement from a senior manager** is significant

General encouragement has a negative relationship with internal knowledge sharing

As knowledge sharing appears to be crucial in supporting innovation and positive change in response to the escalating demands of European policing, these results provided additional empirical information regarding the factors critical to effective management of internal knowledge sharing in police organizations.

- The cross-sectional design does not allow to infer causal relations between variables
- Effectiveness of knowledge sharing was evaluated in terms of perception rather than objectively
- Small sample size

The conclusions cannot be generalized and the findings are illustrative rather than representative for the Romanian police.

THANK YOU!