

# **22nd European Conference on Knowledge Management (ECKM 2021)**

Held online due to COVID-19

Coventry, United Kingdom  
2 – 3 September 2021

Volume 1 of 2

**Editors:**

**Alexeis Garcia-Perez  
Lyndon Simkin**

ISBN: 978-1-7138-3758-9

**Printed from e-media with permission by:**

Curran Associates, Inc.  
57 Morehouse Lane  
Red Hook, NY 12571



**Some format issues inherent in the e-media version may also appear in this print version.**

Copyright The Authors, (2021). All Rights Reserved. No reproduction, copy or transmission may be made without written permission from the individual authors.

Printed with permission by Curran Associates, Inc. (2021)

**Review Process**

Papers submitted to this conference have been double-blind peer reviewed before final acceptance to the conference. Initially, abstracts were reviewed for relevance and accessibility and successful authors were invited to submit full papers. Many thanks to the reviewers who helped ensure the quality of all the submissions.

**Ethics and Publication Malpractice Policy**

ACPIL adheres to a strict ethics and publication malpractice policy for all publications – details of which can be found here:

<http://www.academic-conferences.org/policies/ethics-policy-for-publishing-in-the-conference-proceedings-of-academicconferences-and-publishing-international-limited/>

**Conference Proceedings**

The Conference Proceedings is a book published with an ISBN and ISSN. The proceedings have been submitted to a number of accreditation, citation and indexing bodies including Thomson ISI Web of Science and Elsevier Scopus.

Author affiliation details in these proceedings have been reproduced as supplied by the authors themselves.

Published by Academic Conferences and Publishing International Ltd.  
33 Wood Lane  
Sonning Common RG4 9SJ UK

Phone: 441 189 724 148  
Fax: 441 189 724 691  
[info@academic-conferences.org](mailto:info@academic-conferences.org)

**Additional copies of this publication are available from:**

Curran Associates, Inc.  
57 Morehouse Lane  
Red Hook, NY 12571 USA  
Phone: 845-758-0400  
Fax: 845-758-2633  
Email: [curran@proceedings.com](mailto:curran@proceedings.com)  
Web: [www.proceedings.com](http://www.proceedings.com)

## Contents

Paper Title	Author(s)	Page No
<b>Preface</b>		ix
<b>Committee</b>		x
<b>Biographies</b>		xii
<b>Research papers</b>		
Managing Knowledge in the Context of Smart Cities: A Systematic Review	Wala Abdalla, Suresh Renukappa, Subashini Suresh and Saeed Al Nabt	1
'Tacit Knowledge Management Contradiction': Practical Insights from the Buddhist Knowledge Discourses	Yasanthi Alahakoon and Kavoo Mohannak	12
Knowledge and Medical Worker Health Security Management During a Pandemic COVID-19	Anna Albrychiewicz-Stocińska	20
Capturing Community Needs Through an Open Innovation Process	Areej Alqahtani, Igor Hawryszkiewicz and Eila Erfani	29
The Measurement of Meaningfulness	Lisa-Maria Baumgartner and Alexander Kaiser	36
Value-Based Frameworks in Consumer Internet of Things (CIoTs): A Systematic Literature Review	Negalegn A. Bekele, Moreno Muffatto and Francesco Ferrati	46
Overcoming the COVID-19 Crisis with KM and Smart Governance: The Challenge for the Italian Public Sector	Marco Berardi, Simone Cifoletti and Andrea Ziruolo	54
Joint Knowledge Base: A Key to Knowledge Sharing and Collaboration	Marco Bettoni and Eddie Obeng	62
Towards Semantically Enriched Curricula as pre-built Information Spaces in Higher Education Institutions	Karsten Böhm	71
Knowledge Management and Learning for Innovation in SMEs	Ettore Bolisani and Enrico Scarso	80
Performance and Conscientiousness in Teams: A Field Experiment	Lara Bombardelli, Roberta Cuel and Lucia Savadori	88
Knowledge Dynamics: A Semantic Analysis	Constantin Bratianu	96
Digital Transformation in FMCG and Automotive Industries: Emergence of Digital Innovation Capabilities	Claire Brewis and Fred Strønen	104
The Role and Relevance of Knowledge and Knowledge Management in the Health Sector: An Irish Case Study	Anthony Paul Buckley and Paul Joseph Mc Evoy	112

<b>Paper Title</b>	<b>Author(s)</b>	<b>Page No</b>
The Impact of Training and Development on Knowledge Creation Embedded in Interpersonal Trust Between Colleagues During Remote Work in the IT Sector	Helena Bulińska-Stangrecka and Anna Bagińska	121
The Impact of Trust on the Creation of Knowledge and Innovation in Enterprises	Felicjan Bylok and Robert Kuceba	130
Knowledge Sharing in Business Education: Systematic Review	Delio Ignacio Castaneda and Sergio Cuellar	138
Analysing Sustainable Economic Growth and Knowledge: Evidence from the Mediterranean Region	Behiye Cavusoglu	145
The Intellectual Potential of Employees in Hospital Management	Jolanta Chluska	153
The Impact of IT and Intangible Assets Management on Performance of Polish Hospitals	Andrzej Chluski	161
Knowledge Management and Eco-Innovative Service Packages for SMEs	Grzegorz Chmielarz	170
GDPR'S Impact on the Area of Information and Data Management in Public Service Bodies in Poland	Grzegorz Chmielarz and Robert Kuceba	179
Relationship Between Personality Traits and Knowledge Sharing Among It Industry Employees Working Remotely	Ewelina Chrapek	190
Conflict Resolution as an Element of Knowledge Management in an Organization Based on Collective Disputes in Poland	Leszek Cichobłaziński	199
Defining the Public-Private Partnership through the Logic of Knowledge Management: A Literature Review	Simone Cifoletti, Marco Berardi and Andrea Ziruolo	208
Knowledge Management and Dynamics as Perceived by Emergency Surgery Teams: A Quantitative Study	Lorenzo Cobianchi, Francesca Dal Mas, Maurizio Massaro, Paola Fugazzola, Fausto Catena and Luca Ansaloni	217
Knowledge Management and Mentoring in Public Organizations: A Narrative Case Study	Concetta Lucia Cristofaro, Anna Maria Melina, Walter Vesperi and Rocco Reina	225
Educating for Career: Comparative Views on Knowledge Transfer to Film Students	Gregory J. Curda	232
The Complexity of Medical and Radiological Imaging Data and Their Difficult Daily Management	Souad Demigha	243
LinkedIn: A Link to the Knowledge Economy	Wafeeqa Dinath	253
Analyzing Merger and Acquisition Opportunities: A Role for Intellectual Capital	G. Scott Erickson and Helen N. Rothberg	260

<b>Paper Title</b>	<b>Author(s)</b>	<b>Page No</b>
Digital Enterprise Transformation: Lessons Learnt From Expert Experience	Nina Evans, Athar Qureshi and Andrej Miklosik	268
Comparative Evaluation of the Intellectual Capital Dissemination Efficiency of Belgium and Sweden	Frank Febiri, Emmanuel Adamson and Miroslav Hub	276
The Influence of Knowledge Management on the Result of Innovation of Companies in the Mold Industries	Vítor Hugo Santos Ferreira; Alzira Maria Ascensão Marques; Pedro Manuel do Espírito Santo and Sara Fernandes da Silva	283
Intermentoring as a Key Method of Knowledge Sharing in Organizations Focused on Managing Generations	Joanna Gajda	292
Organizational Culture Subordinated to Knowledge Sharing in Polish Organizations Managing Multigenerational Groups	Joanna Gajda	301
Fuzzy Logic Driven Technological Knowledge Collecting and Sharing	Tadeusz A. Grzeszczyk	310
Organizational and Institutional Proximity Effect on SMEs Open Innovation Activities	Solomon Gyamfi and Jan Stejskal	317
Knowledge Sharing and Organizational Creativity: Mediating Role of Employee Empowerment	Nabard Othman Hama, Behiye Cavusoglu and Mustafa Sağsan	327
Knowledge Management and Traceability of Decisions for Value Creation in a Family Firm	Ragna Kemp Haraldsdottir and Ásta Dís Óladóttir	335
Assessing Feasibility and Critical Success Factors for Knowledge Sharing Within Industrial PhD-projects in Sweden and Norway: A Case Study	Ilona Heldal, Robert Murby and Tobba Therkildsen Sudmann	345
Aware or not? IT Organisations, Knowledge Management and Innovation	Monika Inków	354
Co-design Management Framework for Community Empowerment through Local Government - Design School Collaboration	Derya Irkdas Dogu, Onur Mengi, Deniz Deniz and Ozgul Kilincarslan	363
Managing COVID-19 Related Knowledge in the UK Infrastructure Sector	Haddy Jallow, Suresh Renukappa, Subashini Suresh and Khaled Algahtani	371
The Inclusive Knowledge Philosophy: Understanding Practices Through Deweyan and Naessian Philosophical Lenses	Birgit Helene Jevnaker and Johan Olaisen	381
Traveling ideas like a Global Virus Infections for Leadership	Birgit Helene Jevnaker and Johan Olaisen	389
Knowledge Ecosystems as Complex Adaptive Systems: Between Myth and Reality	Giedrius Jucevičius, Kristina Grumadaitė and Sonata	397

<b>Paper Title</b>	<b>Author(s)</b>	<b>Page No</b>
Knowledge Requirements of the Production Structure in the Aftermath of the Greek Crisis	Anna-Maria Kanzola	404
Cultural Dimension of Femininity: Masculinity in Virtual Organizing Knowledge Sharing	Anna Karczewska and Katarzyna Kukowska	414
Types of Management Utilised in Project Governance Processes	Leszek Kieltyka	423
Managing KM in the Public Sector: The Case of the Public Procurement Process	Alina Kolosova and Inga Zilinskiene	431
System for Transfer and Management of Knowledge on Eco-Innovative Services for SMES in the Network of Service Partners ECOLABNET: A Case Study	Robert Kuceba	440
Digital Transformation of Energy Management in Micro Smart grid Networks	Robert Kuceba and Felicjan Bylok	450
Wikipedia as a Space for Collective and Individualistic Knowledge Sharing	Katarzyna Kukowska and Sebastian Skolik	459
A Management Information System for Incremental Reporting in an Enterprise	Paweł Kuźdowicz	467
Intelligent Quasi-rent as a Value-creating Factor for Modern Industrial Enterprises	Nadezhda Kvasha and Ekaterina Malevskaia-Malevich	476
Additive Manufacturing of Spare Parts in the Maritime Industry: Knowledge Gaps for Developing a Norwegian AM-Based Business Ecosystem for Maritime Spare Parts	Gunnar Lamvik	484
How Intellectual Capital Shapes the Business Model in Strategic Areas of Enterprise Management	Sylvia Łęgowik-Świącik	492
Trust Building for Integrative Trade Negotiations: Challenges posed by Covid-19	Palmira Lopez-Fresno, Taina Savolainen and Silvia Miranda	501
The Importance of Communication Management for Corporate Image in Football Organisations: A Case Study	Marlene Loureiro and Norberto Loureiro	509
Publication Patterns and Trends of 4IR Pillars in the Electronic Library Journal	Kagiso Mabe, Appreciate Khanye, Roda Chitegha and Sibusiso Salimani	519
Publication Patterns and Trends of 4IR Pillars in a Knowledge Management Journal	Kagiso Mabe, Noxolo Moikanyane, Slindile Gwebu and Phinda Mabuza	526
The Effects of Knowledge Management on SMME Competitiveness: An Emerging Economy Context view	Mokgadi Mantje and Patient Rambe	534
Challenges of Managing Knowledge in the Government Departments of South Africa: A Literature Review	Asania Reneilwe Maphoto and Mpubane Emanuel Matlala	545

<b>Paper Title</b>	<b>Author(s)</b>	<b>Page No</b>
Knowledge Management through Competencies: An Exploratory Study in the Automotive Industry Sector	Dora Martins, André Oliveira and Susana Silva	554
Knowledge Circulation to Accelerate the Operational Performance of Relief Organisations' Responsiveness to Contextual Changes	Jorge Mazuze, Hamadou Modibo Dicko and Ahmad Ag Mohamed Aly	563
KMS Faced a New Challenge: Open Educational Platforms – How to Manage it?	Ekaterina. P. Mochalina, Galina V Ivankova, Valery. A Titov and Smirnov S. A.	572
Genesis of Human Capital Theory in the Context of Digitalization	Olga Nadezhina and Ekaterina Avduevskaia	577
The Impact of Emerging Technologies on Knowledge Management	Nóra Obermayer and Viktória Erika Tóth	585
Pluralism or Trivialism: A Comparative Study of Academic ECKM Papers	Johan Olaisen and Birgit Helene Jevnaker	594
Power and Micropolitics in Project Management	Johan Olaisen and Birgit Helene Jevnaker	603
Cultural Change for Knowledge Management: The European Space Agency Approach for Communication and Recognition Activities	Stefania Pandolfi, Gianluigi Baldesi and Andrew Herd	612
Managing Customer Knowledge of Sustainable Consumption using Social Media	Aleksandra Radziszewska	623
Organizational Phronesis Scale Development	Raysa Rocha, Paulo Pinheiro , Marcia d'Angelo and Florian Kragulj	631
The Annual Report as a Chance to Communicate Knowledge: Intangible Assets in Innovative Companies	Francesca Rossignoli	639
Method and Tool for Generating Table of Relevance in Literature Review (MTTR)	Natasha Ruiz, Rogério Winter, Ferrucio de Franco Rosa, Pancham Shukla and Hassan Kazemian	648
How Knowledge Sharing Mediates the Effects of Internal Marketing on Customer Orientation	Pedro Manuel do Espírito Santo; Vítor Hugo Santos Ferreira and Alzira Maria Ascensão Marques	657
On Relationship of Futures Foresight and Knowledge Management	Juha Saukkonen and Pia Kreuz	666
Revealing Employees' Knowledge Contribution in the Process of Innovation: The case of Latvia and Estonia	Yee Yee Sein	674
A Knowledge-Oriented Resilience Assessment Framework	Denilson Sell, Paulo Selig, Eduardo Giugliani, Heron Trierveiler, Viviane Schneider, José Todesco and Aran Morales	682

<b>Paper Title</b>	<b>Author(s)</b>	<b>Page No</b>
Antecedents and Consequences of Knowledge Hiding: A Literature Review	Saeed Sheidaei, Lila Rajabion, Maryam Philsoophian and Peyman Akhavan3	692
Power, Distance and Hierarchization in Organizing Virtual Knowledge Sharing in Wikipedia	Sebastian Skolik and Anna Karczewska	705
Knowledge-Oriented Leadership in high tech Companies on B2B and B2C Markets	Marcin Soniewicki	716
Knowledge Transition on Satisfaction Perception from Clients to Health Care Service Providers	Maria José Sousa, Carolina Rodrigues, Sónia P. Gonçalves, Luciana Barbieri Rosa and Waleska Yone Yamakawa Zavatti Campos	725
How to Mobilize Knowledge-Based Innovations in Service Industries? A Tourism Example	Trine Marie Stene	731
Project Knowledge Management as Part of Scientific and Industrial Consortia	Waldemar Szczepaniak	740
'At the Round Earth's Imagined Corners': The Power of Science Fiction to Enrich Ethical Knowledge Creation for Responsible Innovation	Clare Thornley, Shane McLoughlin and Sinéad Murnane	748
Development of a Corporate Knowledge Management System Using Machine Learning Techniques	Elena Tkachenko, Elena Rogova, Sergey Bodrunov and Igor Romanov	757
The Portuguese Case of Covid-19 as a case of Knowledge Management	Eduardo Tomé, Elizaveta Gromova and Andrew Hatch	768
Psychological Capital as a Driver for Engagement in Knowledge-Intensive Work	Ilona Toth, Sanna Heinänen and Aino Kianto	777
Transformations of Intellectual Capital in the Age of Industry 4.0	Lina Užienė	786
How a Higher Education Institute Manages Intellectual Capital and Digital Scholarship Towards Being a Learning Organisation: A Case Study	Brenda van Wyk, Theresa Mofana and Siyanda Simelane	794
Knowledge Visualisation as a Tool to Support Complex Organisations in a State of Emergency	Walter Vesperi, Marzia Ventura, Anna Maria Melina and Teresa Anna Rita Gentile	803
Knowledge Management During a long-term Crisis: Challenges with Distributed Employees	Hanne Haave and Tone Vold	813
Change Management: Agile Business Transformation in the Hybrid Education System Management	Anna Wiśniewska-Sałek	821
How Smart Governance is Driving the Advancement of Smart Cities?	Abdelrahman Youssef and Petr Hajek	830



<b>Paper Title</b>	<b>Author(s)</b>	<b>Page No</b>
New Knowledge Discovery for Creating Terminological Profiles of Diseases	Igor Zatsman and Aida Khakimova	837
Healthcare Fusion: The Future is Here Now	Kevin Zhai, Nasseer A. Masoodi, Lan Zhang, Mohammad S. Yousef , and M. Walid Qoronfleh	847
Knowledge Sharing in the COVID-19 Era of Remote Teaching: What Can Academia Learn from Business?	Krzysztof Zieba	856
Knowledge Risks in Organizations: Insights from Companies	Malgorzata Zieba, Susanne Durst, Martyna Gonsiorowska and Zeynaddin Zralov	864
Knowledge Management and its Transfer in Diverse Voluntary Groups	Zbigniew Zontek and Ewa Lipianin-Zontek	874
The Value of data sets in Information and Knowledge Management as a Threat to Information Security	Justyna Żywiołek and Francesco Schiavone	882
<b>Phd Research Papers</b>		893
Tacit Knowledge Management Strategies of SMEs in KwaZulu-Natal (KZN), South Africa: A Preliminary Study	Aderonke Olaitan Adesina and Dennis N. Ocholla	895
The Role of An Augmented Theory of Planned Behaviour (TPB) On Recycling Behaviours in Lagos Nigeria	George Eremionkhale, Harjit Sekhon, Jordon Lazell, Lara Spiteri and Amy Eremionkhale	905
Supporting Stakeholders Cooperation in the Rehabilitation Pathway: A Composite case of Severe Obesity	Jo Inge Gåsvær, Ilona Heldal and Tobba T. Sudmann	915
How Relational Perspectives of Work Design Influence Knowledge Sharing via Prosocial Motivation	Georg-Friedrich Göhler	923
Expatriates' Knowledge Management in a Portuguese Pharma Organisation	Adriana Coutinho Gradim, Vera Teixeira Vale and José Vale	931
Social Capital within Agri-Food Business Support Networks: An Exploratory Perspective	Suzanne Kelly, Barry Quinn, Kristel Miller, Sandra Moffett, Aine Macken-Walsh and John Hyland	941
How do Companies use Knowledge Management to Strengthen their Market Position? (Based on Analysis of Fortune 500 Global Corporations)	Natalia Khazieva, Dagmar Cagáňová and Jaromíra Vaňová	949
The Influence of KM on Performance of Health Sector NGOs: Contextual Analysis	James Njuguna Kimani	957
Blockchain Facilitates a Resilient Supply Chain in Steel Manufacturing under COVID-19	Han Zhang	964
<b>Work In Progress Papers</b>		973

<b>Paper Title</b>	<b>Author(s)</b>	<b>Page No</b>
Platform Solution for Building Project Teams on the Cognitive Styles Synergy Basis	Evgeny Blagov and Dmitry Eroshkin	975
Theoretical Model of Value Co-Creation and Sustainability	Tiphaine de Valon, Juan Gabriel Cegarra Navarro and Aurora Martinez Martinez	979
Do the Policies Implemented in Protected Natural Areas in Europe Allow for Pro-Environmental Behaviour of Their Stakeholders?	Laura Di Chiacchio	983
Intellectual Capital and its Influence on Hotel Performance: Moderator Effect of Manager's Gender	Bartolomé Marco-Lajara, Lorena Ruiz-Fernández, Esther Poveda-Pareja and Pedro Seva-Larrosa	988
The Impact of Digital Transformation on Knowledge Management During COVID-19	Funmi Obembe and Demola Obembe	992