

From Relationships to Innovation: How Social Capital Resources Influence on Knowledge Exchange and Employee Innovative Potential in High-Tech Industries

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Abstract: In knowledge-based economies, innovation is a key source of competitive advantage, particularly in innovative industries where employee knowledge is a strategic asset. Effective knowledge sharing supports the development of new ideas and solutions, yet it depends on organizational conditions. Social capital—comprising trust, relationships, and shared norms—facilitates cooperation and information exchange. However, the links between social capital resources, knowledge sharing, and employee innovativeness in innovative sectors remain insufficiently explored. Although the correlation between social capital and knowledge sharing has been described in the literature, there are still research gaps in that area. One of them is the correlation between social capital resources and employee knowledge sharing processes and innovativeness in innovative industries. With relation to this, the research aim was formulated, which is the identification of the dependency between the resources of social capital and the processes of sharing the knowledge and innovativeness of employees. Based on the theory of social capital in this research, a research framework was proposed that would facilitate the evaluation of the way in which the resources of social capital have an impact on the sharing of knowledge, its frequency and the innovativeness of employees. Empirical research using a standardised survey was conducted using the computer-assisted telephone interviewing (CATI) technique. A total of 575 department managers and employees of the innovation sector took part in the survey. The research found that social capital resources, in particular collaboration and loyalty, are significant moderators of knowledge sharing within work teams, while they have less influence on knowledge sharing among employees of different work teams. A strong correlation was also found between social capital resources and the frequency of knowledge sharing. Social capital resources have a significant impact on innovativeness. The novelty of the article is drawing attention to the importance of the correlation between social capital resources and knowledge sharing, necessary to build employee innovativeness, which may result in greater effectiveness in creating innovations.

Keywords: Social capital, Knowledge, Sharing knowledge, Employee innovativeness, High-tech industry

1. Introduction

Modern organizations function in conditions of a market based on knowledge, in which knowledge resources constitute one of the most important factors in terms of building competitive advantage. Due to this fact, enterprises are devoting an increasing amount of attention to developing and strengthening resources based on knowledge by treating it as the foundation of innovativeness and long-term development. Simultaneously, the effective use of organizational knowledge not only requires its creation and accumulation, but first and foremost sharing it amongst employees. The process of sharing knowledge plays a key role in knowledge management, while also in the development of organizational innovations. In subject-related literature it is emphasized that sharing knowledge is strongly embedded in social ties, mutual trust and norms of cooperation. It is significant to understand why the team members share knowledge and support each other willingly (Lin, 2010). Few empirical studies have been conducted to clarify the potential impact of SC on innovation capacity (Meyer, 2023), and knowledge sharing, in particular with regard to its impact on product and process innovation (Cao et al., 2025). Nevertheless, there is a lack of profound analysis with reference to the dependencies between the resources of social capital (SCR), namely the process of sharing knowledge (KS) and the factors favouring the innovativeness of the employees. The research gap identified leads to the undertaking of research aimed at the clarification of the way in which the resources of social capital have an impact on the sharing of knowledge and its transfer, which in turn renders the discovery of new paths leading to the building of organizational knowledge possible. In order to fill the aforesaid research gap, the herein research was conducted, whose aim was to identify the ties between the resources of social capital and sharing of knowledge. The following research questions have been formulated: What are the correlations between SCR and KS?, What are the correlations between SCR and KS frequency?, What relations exist between the resources of social capital and the organizational factors that favour the innovativeness of employees?

In this paper the theoretical basis of social capital, knowledge resources and the processes of sharing knowledge have been presented. In the subsequent sections the research methodology, including the research project, the sample characteristics, while also the measurement procedures have been described. Following this, the findings of the empirical research have been presented and analysed with reference to the research

questions proposed. In the discussion section, the findings have been interpreted in light of the existing literary sources, while also a specification of the theoretical and managerial implications, as well as an indication of the research limitations and directions of further research.

2. Theoretical Background

Knowledge is one of the key resources for the success of both employees and organisations. Knowledge can also be defined as "voluntary interactions between people within corporate institutions, including laws, ethical norms, behavioural regularities, customs, the object of which is knowledge" (Bolisani, Bratianu. 2018, p.11). However, Nonaka et al. (1996), define knowledge as a dynamic human process of personal justification of one's own beliefs in the direction of the truth. Researchers differentiate knowledge from *information*. According to them, information is the flow of communiques, whereas knowledge is created and organized by the information flow itself that is embedded in the level of involvement and convictions of the holder. In the context of knowledge, the division of knowledge is significant. Nonaka (1994), divides knowledge into tacit and explicit knowledge. Tacit knowledge is subjective and based on the experience that is not possible to express in words, sentences, numbers or formulae, which is frequently due to its contextual specifics. It is deeply embedded in activities, level of involvement and participation in a specified context, hence it is difficult to formalize and convey. However, explicit knowledge is objective and rational, which is possible to convey in a formal, systematic language. Knowledge may be made available or exchanged in various forms by employees, groups or organizations (Castellani i in., 2021). In the context of knowledge, it is essential to share it. It is sharing information and know-how between individuals, teams, while also between individuals and an organization with the aim of resolving problems and finding innovative solutions (Diab, 2021). KS involves sharing the necessary information and work experience within a team to solve problems and find innovative solutions. In the context of team collaboration, KS enables team members to exert synergy by reusing, modifying and applying collective wisdom to solve new problems (Bari et al., 2019)

A supporting factor for the KS process is SC, which refers to the network of relationships between individuals and groups (Pylypenko et al., 2023). From the perspective of the research objective, the selection of the SC theory, which will constitute the framework for further study, is of great importance. Due to the possibility of operationalisation, a resource theory was chosen, according to which SC is a social resource inherent in social structures and connections, in which individuals share a consensus on social norms and cultural values (Santos et al., 2019). SC as an organisational resource is based on social ties that connect employees and create the atmosphere of cooperation necessary for the effective implementation of collective goals by employees and the organisation. Social resources are inextricably associated with social structures and ties, in which individuals share a consensus with regard to social norms and cultural values. SC refers to the potential tangible and intangible resources that an individual can acquire through their social connections in the organization. The significant intangible resources include cooperation, solidarity, participation, loyalty and values. They include offering emotional support, granting advice, sharing detailed information and formulating recommendations (Lu, Peng, 2019). However, tangible resources refer to money, running errands for another person, even teaching another person how to perform a task.

SC, built through repeated interactions with co-workers, leads to knowledge accumulation as individuals with high SC are more willing to share knowledge and can thus generate benefits for the organisation, such as reduced knowledge acquisition costs and improved productivity (Ha, Phuoc, 2020).

Social capital also has an impact on innovativeness as the free flowing transfer of knowledge and learning is supported by means of social interactions, which in turn, have a positive impact on the creation of new products or services (Faridian et al., 2024).

3. Research Methods

Research on the role of SCR in knowledge sharing processes in innovative industries is relatively rarely undertaken. The Author's intention is to fill that research gap by conducting an empirical study on the impact of SCR on KS and individual barriers hindering those processes. To this end, the empirical study was conducted among employees of companies in innovative industries in Poland. The study was nationwide. The survey frame was innovative industry companies employing more than 50 people. Based on the random selection method, a research sample was constructed consisting of 575 individuals employed in companies in innovative industries, i.e. pharmacy (25.2%), energy (23.3%), automotive (26.4%) and IT (25%). The surveyed employees were white-collar (97.2%) and blue-collar (2.8%) workers, with work experience of 4-8 years (10.3%), 9-13 years (23.8%), 14-18 years (33.7%) and 19 or more years (32.2%) (Bylok, 2024). The sample was representative,

according to the following parameters: error significance α 4%, confidence interval: 95%. The research method was a survey and the research technique was CATI (Computer Assisted Telephone Interview).

4. Findings

The level of SC in a company depends to a large extent on the extent to which its resources are present among employees. The research findings (Table 1), indicate that the most highly rated are the resources associated with cooperation that encompass sharing knowledge, exchanging information, while also the skill of cooperation. Social values and norms are also of great significance, such as respect for copyright and the sense of solidarity between employees that is beneficial for trust and the readiness to undertake risk. An important element in social capital is also the participation of employees in informal ties and integrational activities, while strengthening organizational ties. Moreover, a significant role is played with regard to the organization and co-workers, which is illustrated in terms of the readiness to provide aid and keep commitments. In general terms, the analysed enterprises are characterized by a relatively high level of social capital resources in all of their dimensions, such as the following: behavioural, regulatory, structural and cognitive.

Table 1: Assessment of social capital resources (SCR) a percentage

Statements	Score		
	1+2	3	4+5
Collaboration resource (SCC)			
SCC1 – Employees share information, knowledge and learn from each other	4.2	14.6	81,2
SCC2 – Employees cooperate with each other in diagnosing and solving problems	4.2	24.3	71,5
SCC3 – Employees apply knowledge from one area to solve problems that arise in another area of the company	8,4	19.8	71,8
SCC4 – Employees often contact managers when looking for new solutions to assigned tasks	4.2	24.2	71,6
SCC5 – Most employees have the ability to cooperate	4	19	77.0
SCC6 - Employees are creative when solving problems at work	5.4	19	75,7
SCC7- The strength of relationships between employees influences new solutions and ideas	4,2	23.8	72
Solidarity resource (SCS)			
SCS1- Employees put the common good before their own	2,6	29.4	68
SCS2- Employees show solidarity with other work colleagues	3.8	22.6	73,6
SCS3- Employees participate in training, workshops and courses	6.8	17.4	75,8
Participation resource (SCP)			
SCP1- Employees willingly participate in team-building events	7	18.8	74,3
SCP2- Employees form informal collaborating groups	9.6	22.8	67,7
SCP3- Most employees are members of trade unions	13,4	24.3	62,2
Loyalty resource (SCL)			
SCL1- Employees are loyal to each other	4.2	26.5	69,2
SCL2- Employees are loyal to the company they work for	1.4	24.3	74,3
SCL3- Employees are willing to help work colleagues	4	25.6	70.5
SCL4- Employees are friendly and nice towards each other	2.6	27.8	69,6
Value resource (SCV)			
SCV1 Most employees respect norms and values	2.8	26.8	70,5
SCV2 Most employees accept the fact that their work colleagues are different	6	21.9	70.3
SCV3 Employees respect property rights	2.8	23	74,2

Source: Author's own study

Scale: 1- strongly disagree, 2 - disagree, 3 - neither agree nor disagree, 4 - agree, 5 - strongly agree

SC has a significant impact on the knowledge sharing process in organisations. (Albawwat, 2021). The research findings (Table 2) indicate that employees are most willing to share knowledge and experience within their own teams, albeit the exchange of knowledge between different teams is clearly weaker. An additional barrier in the process of sharing knowledge is the restricted amount of time that employees can designate to this type of activity. This signifies that the flow of knowledge in an organization is primarily of a local nature and is concentrated on the closest working environment. Such a situation may hinder the creation, accumulation and spread of knowledge on the scale of the whole enterprise, thus simultaneously restricting its innovative and organizational potential for learning.

Table 2: Knowledge sharing (KS) as a percentage

Statements	Score		
	1+2	3	4+5
Knowledge sharing within the work team (KSMT)			
KSMT1- I am willing to share my knowledge with my team members	3.7	36.7	59,6
KSMT2- I am willing to share my work experience with my team members	3.7	28.2	68,2
KSMT3- I help new, less experienced employees in my team	2.4	44.3	53,2
KSMT4- I have enough time to pass on knowledge to employees in my team	2.8	45.9	51,5
Knowledge sharing with employees from other work teams (KSOT)			
KSOT1- I am willing to share knowledge with employees outside my team	7.8	42.4	49,8
KSOT2- I am willing to share my work experience with employees outside my team	12,9	34.4	52,7
KSOT3- I help new, less experienced employees outside my team	23,8	34.1	42,1

Source: Author's own study

Scale: 1- strongly disagree, 2 - disagree, 3 - neither agree nor disagree, 4 - agree, 5 - strongly agree

From the perspective of the creation of knowledge, it is important to assess the correlation between SCR and KS in the case of employees. The Kendall Rank Correlation Coefficient (τ -Kendall) analysis was used to diagnose the correlation between SCR and knowledge and experience sharing within a work team (KSMT) and between work teams (KSOT).

The highest number of positive correlations was found between SCC2 and KSMT1 ($\tau=0.164$, $p<0.05$), KSMT2 ($\tau=0.125$, $p<0.05$) and KSMT4 ($\tau=0.285$, $p<0.01$). Apart from the above, correlations were observed between SCC3 and KSMT1 ($\tau=0.281$, $p<0.01$) and KSMT4 ($\tau=0.179$, $p<0.05$); SCC4 and KSMT1 ($\tau=0.289$, $p<0.01$), KSMT2 ($\tau=0.125$, $p<0.05$) and KSMT4 ($\tau=0.158$, $p<0.05$); SCC5 and KSMT4 ($\tau=0.156$, $p<0.05$); SCC6 and KSMT1 ($\tau=0.167$, $p<0.05$); SCC7 and KSMT2 ($\tau=0.175$, $p<0.05$). The analysis of the correlation between the loyalty resource and knowledge sharing shows that there is a positive correlation between SCL1 and KSMT1 ($\tau=0.161$, $p<0.05$), SCL2 and KSMT1 ($\tau=0.165$, $p<0.05$), SCL3 and KSMT2 ($\tau=0.282$, $p<0.01$) and SCL4 and KSMT1 ($\tau=0.288$, $p<0.01$), KSMT2 ($\tau=0.175$, $p<0.05$). In the case of the solidarity resource, fewer correlations were observed for knowledge sharing in the work team, i.e. SCS1 and KSMT1 ($\tau=0.167$, $p<0.05$); SCS2 and KSMT1 ($\tau=0.154$, $p<0.05$), SCS3 and KSMT2 ($\tau=0.282$, $p<0.01$). There are correlations between the value resource and knowledge sharing: SCV1 and KSMT1 ($\tau=0.280$, $p<0.01$), SCV2 and KSMT3 ($\tau=0.166$, $p<0.05$), SCV3 and KSMT1 ($\tau=0.168$, $p<0.05$) and SCV3 and KSMT2 ($\tau=0.300$, $p<0.01$). When it comes to the participation resource and knowledge sharing, a correlation was observed only between SCP1 and KSOT1 ($\tau=0.156$, $p<0.05$). In the case of the loyalty resource, correlations were observed only between SCL2 and KSOT2 ($\tau=0.159$, $p<0.05$) and SCL4 and KSOT2 ($\tau=0.156$, $p<0.05$).

The analysis confirms that SC favours sharing knowledge in an organization. The greatest significance relates to the resources associated with cooperation, loyalty, values and solidarity that strengthen the exchange of knowledge between employees. Simultaneously, knowledge transfer mainly takes place within the framework of working teams, whereas the exchange of knowledge between teams is significantly weaker. This indicates that the development of SC may support the processes of learning and level of innovativeness of the organization, albeit it is necessary to strengthen the flow of knowledge on the scale of the entire enterprise.

KS in an organization constitutes an important mechanism of learning, rendering it possible for employees to avail of the experience of other people and teams. Analysis of Table 3 shows that the exchange of knowledge

and experience most frequently takes place within the framework of their own working teams and is of a regular nature. At the same time, support that is aimed at new employees is more rare, which in turn may hinder their adaptation and inclusion into the process of creating and distributing knowledge. Likewise, the exchange of knowledge between different teams is significantly weaker and in multiple cases such relations do not exist at all. This signifies the fact that the flow of knowledge in an organization is primarily limited to the level of teams, which may slow down the integration of knowledge and development of innovativeness on the scale of the entire enterprise.

Table 3: Frequency of knowledge sharing (FKS) with other employees as a percentage

Statements	Score				
	1	2	3	4	5
FKS1- I share knowledge with employees from my team	13.2	1.9	18.3	30.4	36.2
FKS2- I share my experience with employees from my team	13.2	1.9	23.7	18.1	43.1
FKS3- I help new people in my team	15.7	2.3	27	36.2	18.8
FKS4- I share knowledge with employees outside my team	22.3	8.9	35.1	28.3	5.4
FKS5- I share my experience with employees outside my team	26.4	9.6	38.6	21.2	4.2
FKS6- I help new people outside my team who have joined the organisation	28.7	8.9	38.4	16	7

Source: Author's own study

Scale: Scale: 1- Never, 2- Less often than once a month, 3- Once or several times a month, 4- Once or several times a week, 5- Daily or almost daily

Kendall's Tau Rank Correlation was used to determine the correlation between SCR and frequency of KS (Table 4). Analysis has indicated that SCR has an impact on the frequency of sharing knowledge to varying degrees. KS within the framework of a team is most strongly supported by values (SCV) and solidarity (SCS), whereas the exchange of experience mainly depends on cooperation (SCC) and solidarity. In the case of sharing knowledge between teams, the greatest significance lies with values (SCV) and loyalty (SCL), whereas the exchange of experience between teams is first and foremost supported by participation (SCP) and values (SCV). In general terms, the findings indicate that the resources of solidarity, values and participation exert the greatest positive impact on the frequency of sharing knowledge in an organization.

Table 4: Kendall's correlation coefficients between Social Capital Resources (SCR) and frequency of knowledge sharing (FKS)

	FKS1	FKS2	FKS3	FKS4	FKS5	FKS6
SCC1	0,406*	0,160**		0,397*	0,244*	0,294*
SCC2	0,121*	0,114*	0,185*	0,193*	0,072**	0,049
SCC3	0,191*	0,221*	0,203*	0,166**	0,165**	0,172**
SCC4	0,175*	0,214*	0,193*	0,165**		0,178*
SCC5	0,187*	0,180*	0,156**			0,165**
SCC6	0,168**	0,180*	0,167**			0,172*
SCC7	0,335*	0,232*	0,233*			0,172*
SCS1	0,440*	0,168**	0,180*		0,311*	0,169**
SCS2	0,229*	0,210*	0,167**	0,187*	0,270*	0,294*
SCS3	0,551*	0,203*	0,195*	0,354*	0,172**	0,248*
SCP1	0,494*	0,209*		0,171*	0,231*	0,184**
SCP2	0,423*			0,269*	0,312*	0,275*
SCP3	0,289*	0,195*	0,166**	0,369*	0,377*	0,236*
SCL1			-0,040	0,451*	0,262*	0,341*
SCL2	0,156**	0,196*	0,185*	0,270*		0,299*

	FKS1	FKS2	FKS3	FKS4	FKS5	FKS6
SCL4	0,155**					
SCV1	0,528*	0,026		0,491*		
SCV2	0,530*	0,187*	0,158**	0,469*	0,424*	0,321*
SCV3	0,157**	0,214*	0,215*	0,170*	0,393*	0,439*

*p<0,01, **<0,05

Sharing knowledge is a significant factor that has an impact on the innovativeness of employees. Apart from this, other intra-organizational factors have an impact. Analysis of Table 5 indicates that the most important factors are expectations that the employees improve their skills and increase their knowledge, which in turn may serve to support innovative undertakings, while also the expectation of creativity, thinking and acting in a novel and original manner. Another significant factor is making a request for ideas and helping colleagues from other departments in terms of resolving a problem. Likewise, the creation of a free flow of access to information and knowledge is important. These results suggest that the innovativeness of employees first and foremost develops in an environment that favours learning, cooperation, creativity and open exchange of knowledge.

Table 5: Factors supporting employee innovation (FEI) a percentage

Statements	Score		
	1+2	3	4+5
FEI1-Existence of cohesive aims of development of innovative undertakings that are known to the employees	5,3	19,1	75,6
FEI2- Existence of free access to information and knowledge	2,6	20,2	77,2
FEI3- Creation of optimal conditions for cooperation between sections/departments	1,4	29,6	69,0
FEI4- Each of the employees involved in the innovative undertakings knows his/her own contribution	9,0	23	68,0
FEI5- Expectation of the improvement of skills, as well as the enhancement of knowledge that may serve the support of the innovative undertakings of employees	2,4	19	78,6
FEI6- Possibility of implementing untypical and unique solutions in everyday work	2,6	34,1	63,3
FEI7-Acceptance of ideas submitted by the employees	5,4	19,6	75,0
FEI8- Expectation of creativity, thinking and acting in a novel and original way	1,2	20,2	78,6
FEI9- Expectation of initiatives in resolving problems of employees	4	27,1	68,9

Source: Author's own study

Scale: 1- strongly disagree, 2 - disagree, 3 - neither agree nor disagree, 4 - agree, 5 - strongly agree

Analysis of Table 6 indicates the occurrence of relations between the majority of the resources of social capital and the organizational factors that favour innovativeness. Simultaneously, it was observed that the strongest impact was exerted by the cooperation resources, e.g. SCC1 on FEI5, FEI7, FEI8, i SCC7 on FEI1, FEI3, FEI4; solidarity resource , e.g. SCS1 on FEI3, FEI4, FEI7; SCS3 on FEI3, FEI4, FEI7; participation resource, e.g. SCP1 on FEI1, FEI5, FEI7; SCP2 on FEI1, FEI8; value resource, e.g. SCV1 on FEI4, FEI5, FEI7; SCV2 on FEI3, FEI4, FEI5. These results suggest that the development of these resources favours the creation of organizational conditions that support creativity, the exchange of knowledge and undertaking innovative activities on the part of employees.

Table 4: Kendall's correlation coefficients between Social Capital Resources (SCR) and Factors supporting employee innovation (FEI)

	FEI1	FEI22	FEI3	FEI4	FEI5	FEI6	FEI7	FEI8	FEI9
SCC1	0,330*		0,355*	0,285*	0,398*	0,468*	0,426*	0,395*	0,366*
SCC2	0,078**	0,053**	0,069**	0,058**	0,088*	0,034	0,077**	0,198*	0,079**
SCC3	0,090*		0,069**	0,087*	0,098*	0,114*	0,080**	0,098*	0,130*
SCC4	0,065**		0,087*	0,096*	0,072**			0,113**	0,096*
SCC5			0,068**	0,085*	0,069**		0,051**	0,078**	0,107*
SCC6	0,057**		0,070**	0,068**	0,074**		0,060**	0,085*	0,094*
SCC7	0,428*	0,071**	0,401*	0,425*	0,422*	0,426*	0,370*	0,089*	0,315*
SCS1	0,470*	0,146*	0,431*	0,505*	0,475*	0,410*	0,421*	0,392*	0,291*
SCS2	0,141*	0,092*	0,142*	0,173*	0,153*	0,154*	0,153*	0,151*	0,132*
SCS3	0,431*	0,125*	0,446*	0,408*	0,333*	0,435*	0,419*	0,254*	0,299*
SCP1	0,410*	0,105*	0,326*	0,334*	0,411*	0,495*	0,415*	0,378*	0,361*
SCP2	0,451*	0,075**	0,241*	0,325*	0,382*	0,337*	0,372*	0,322*	0,338*
SCP3	0,361*		0,230*	0,288*	0,325*	0,228*	0,406*	0,281*	0,187*
SCL1		0,064**	0,230*			0,090*	0,074**	0,053**	
SCL2		0,075**				0,104*			
SCL3		0,116*			0,056**				
SCL4		0,092*			0,053**	0,094*			
SCV1	0,489*	0,103*		0,400*	0,459*	0,466*	0,459*	0,352*	0,280*
SCV2	0,520*	0,136*	0,548*	0,491*	0,457*	0,494*	0,491*	0,336*	0,421*
SCV3		0,061**	0,059**			0,062**	0,056**		0,061**

*p<0,01, **<0,05

5. Conclusions

In the study, the KS perspective is used to describe the impact of its resources on knowledge sharing. That perspective draws on the theory of social capital resources and the theory of relational social capital, in particular, it refers to the mechanisms of contact relations, connections, paths, networks and channels that can be "used" to acquire resources, such as knowledge (Lee et al. 2021).

The article discusses the correlation between SC and KS processes in innovative industry companies. The research shows that in companies in innovative sectors, employees are more willing to share knowledge and experience with colleagues from their work team than with employees in other teams. The above is confirmed by the results of the KS frequency study. Employees often share knowledge and experience with their colleagues in everyday work practice, however, they less often share knowledge with employees from other teams. This may constitute a significant barrier to creating innovations because cooperation between employees from different teams in searching for new solutions is necessary to achieve success. Therefore, there is a need to better understand the conditions under which knowledge-sharing relationships are likely to occur within and across teams (Christensen, Pedersen 2018).

One of the factors that may influence the crossing of that barrier is SCR. The analysis of the study results shows that SCR in innovative industry companies is at a high level. When comparing the obtained results with the research on the scope of SCR in the largest enterprises in Poland in 2019, significant differences can be noticed; the scope was at an average level (Bylok, 2023).

The study results show a complex correlation between SCR and KS. Knowledge sharing is facilitated by good relationships between organisation members. The collaboration resource forming relational capital is an important factor supporting knowledge sharing both with work colleagues from the same team and other teams. Ganguly et al. (2020), identified a positive impact of relational social capital on the quality of KS. The Author of this study also identified a significant impact of the collaboration resource on knowledge sharing, in

particular, cooperation in diagnosing and solving problems, applying knowledge from one area to solve problems that arise in another area of the company, frequent contact with the management while searching for new solutions. Other SC resources are also conducive to knowledge sharing, i.e., the loyalty resource, which is the willingness to help other employees, kindness, cordiality and being loyal to each other; the value resource, including respect for norms and values and respect for property rights; the solidarity resource, which means putting the general good before one's own, participation in training and courses.

The impact of SCR on knowledge sharing processes is noticeable when analysing the correlation between SCR attributes and the frequency of knowledge sharing processes. The participation, value and solidarity resources have the strongest impact on the frequency of KS. That frequency is particularly reinforced by respect for norms and values, acceptance of the "otherness" of work colleagues, membership in informal groups and trade unions, participation in training and courses, putting the good of the company before one's own and the strength of relationships between employees.

A further research intention was the identification of the intra-organizational factors that have an impact on the innovativeness of the employees. The research facilitated the identification of factors that support the innovativeness of employees. These factors include the following: supporting employees in the sphere of the improvement of skills, while also the knowledge of employees that support the innovative undertakings; creativity of thought and acting in a novel and original manner, while also the creation of the free flowing access to information and knowledge and creation of conditions for cooperation between the departments of the enterprise at hand.

A valuable cognitive element was the acquisition of relations between the resources of social capital and the factors supporting the innovativeness of employees. Most frequently the impact of social capital is analysed as social networks, relations and trust on innovations (Meyer, 2023), albeit there is a lack of research on the impact of the resources of social capital on innovativeness.

In this research, the impact of the resource of cooperation was first and foremost identified, namely, the sharing of information, knowledge and learning from one another, while also solidarity, e.g. putting the general good above your own, the resource of participation, namely, participation in informal groups based on cooperation, while also the resource of values, e.g. respect for norms and values in terms of the organizational factors favouring innovativeness, particularly the aims of developing innovative undertakings, conditions of cooperation between departments, while also the enhancement of skills, increasing knowledge that supports innovative undertakings and accepting ideas submitted by the employees.

The originality of this research involves the illustration of the manner in which the constructs of the resources of social capital have an impact on sharing the knowledge and innovativeness of employees in enterprises of the innovative sectors in varying ways.

Ethics declaration: Ethical approval was not required for the research used in this article.

AI declaration: No AI tools were used when creating the article.

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