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Exploration of the Implementation Path of Knowledge Sharing in Modern knowledge-based Workplaces

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Abstract

In the context of the deepening development of the digital economy, knowledge-based workplaces have become the core support for industrial upgrading. Knowledge sharing, as a key lever to activate organizational tacit knowledge, break down internal information barriers, and alleviate common issues such as insufficient knowledge accumulation and poor circulation, is directly linked to the construction of enterprises' core competitiveness and the stimulation of innovation vitality. This article draws on publicly available data from authoritative institutions including the Ministry of Human Resources and Social Security (MOHRSS) and the China Academy of Information and Communications Technology (CAICT). From five core dimensions of organizational culture, institutional guarantees, technical support, talent cultivation, and cross-departmental collaboration, it systematically identifies feasible paths for knowledge sharing that are adapted to different scenarios. Research has shown that the collaborative efforts of multiple factors such as cultural guidance, institutional constraints, and technological empowerment can promote a 40%-50% increase in enterprise knowledge reuse rate and reduce cross-departmental project communication costs by more than 30%. The research results provide precise practical guidance for optimizing knowledge management systems for knowledge-based enterprises of different scales and industries, adapting to the diversified development needs of enterprises under the background of digital transformation, and have strong practical application value.

Keywords

Knowledge sharing, Knowledge-based workplaces, Implementation path, Organizational mechanism, Technological empowerment.

1. Introduction

Under the wave of knowledge economy, the proportion of knowledge-based workers in China's total employment population has exceeded 35%. Knowledge-intensive positions such as research and development design, digital services, and management consulting have gradually become the mainstream of the job market. The core output of these positions relies on the deep mining and efficient circulation of knowledge, and knowledge-based workplaces have become the core arena for enterprise value creation. Knowledge, as the core production factor of knowledge-based workplaces, directly determines the speed of organizational innovation, market adaptability, and the construction of core competitiveness through its flow and sharing efficiency [1]. The White Paper on Digital Transformation of Chinese Enterprises by the China Academy of Information and Communications Technology clearly states that 72% of enterprises have common problems such as dispersed knowledge bases and data silos, resulting in a loss of knowledge reuse efficiency of 20%-25%; Another 35% of enterprises are delaying the upgrade process of their internal knowledge management systems due to concerns about core knowledge leakage. This type of problem not only leads to an increase in R&D costs and a longer innovation cycle for enterprises, but also restricts the organization's ability to

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respond quickly to market changes, especially in the current era of widespread remote work and mixed employment models, which further challenges the timeliness and effectiveness of knowledge transfer. At the same time, the scale of China's flexible employment market has exceeded RMB 2 trillion, and the market-oriented demand for knowledge and skill sharing continues to emerge. The degree of improvement of the internal knowledge sharing system of enterprises has become a key factor affecting their absorption of flexible employment and integration of external resources. In this context, building a scientific and efficient knowledge sharing system has become an urgent need for the development of knowledge-based enterprises. This article combines authoritative industry data and practical experience to explore the implementation path of knowledge sharing from five key dimensions, providing targeted references for enterprises to address practical challenges such as insufficient knowledge accumulation, poor circulation, and inefficient value transformation.

2. Building an open and inclusive organizational sharing culture

Building an open and inclusive organizational sharing culture is the foundation of knowledge sharing. Only by breaking the traditional perception of "knowledge privatization" and establishing a value orientation of "sharing and win-win" can we fundamentally stimulate employees' intrinsic motivation to actively share [2]. The "Report on the Development of Knowledge Management in Chinese Enterprises" by the Ministry of Human Resources and Social Security shows that only 38% of knowledge-based enterprises have incorporated knowledge sharing into their core organizational values, and the per capita output of innovative achievements in such enterprises is 42% higher than that of enterprises that have not established a sharing culture, fully confirming the role of sharing culture in promoting organizational innovation vitality and development efficiency.

The construction of a shared culture needs to balance top-level guidance and grassroots infiltration, forming a cultivation pattern of top-down linkage. The management should play a demonstrative and leading role, and demonstrate the importance of knowledge sharing through concrete behaviors such as senior executives taking the lead in sharing management experience and technical backbones publicly disclosing practical skills. In daily operations, a normalized communication platform covering all levels can be established, and regular activities such as knowledge salons and skill exchange meetings can be organized to encourage employees to proactively share their work-related challenges and innovative insights and ideas. A certain equipment manufacturing enterprise has implemented the "weekly technical sharing meeting" system, requiring employees to take turns sharing technical difficulties and solutions in their work. After six months of implementation, the proportion of employees actively sharing knowledge has increased by 32%. This practice provides effective reference for the implementation of the enterprise's sharing culture. At the same time, it is necessary to strengthen the positive correlation between knowledge sharing and personal development, clarify the value return of sharing behavior through mechanisms such as job promotion and skill rating, and alleviate employees' sharing concerns. The LinkedIn Workplace Social Report points out that the conversion rate of knowledge exchange behavior based on social relationship chains is 8.3 times that of passive information push, and a good sharing atmosphere can effectively stimulate employees' enthusiasm for participation [3]. Differentiated sharing scenarios can be built to meet the needs of employees at different levels: new employees can quickly integrate into the knowledge system through the "mentorship" system, while core employees can output in-depth experience through expert lectures, ultimately forming a benign knowledge sharing ecosystem where all employees participate and learn from each other's needs.

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3. Establishing a Robust Institutional Guarantee System for Knowledge Sharing

Institutional safeguards are the critical underpinning for the normalized operation of knowledge sharing. Only through scientific incentive mechanisms and standardized management processes can conflicts of interest and risk concerns in the sharing process be resolved. In practice, knowledge sharing without institutional constraints often becomes a formality, while a sound institutional system can increase employee knowledge sharing by more than four times. This data comes from the summary and analysis of knowledge management practices in multiple enterprise [4].

The incentive mechanism design should adopt a dual model of "immediate feedback+long-term return". At the level of immediate incentives, a knowledge points system can be established to evaluate the level of points based on the reuse rate and practicality of shared content. Points can be exchanged for substantive benefits such as training quotas and paid leave. After a certain chain retail enterprise implemented this model, the internal knowledge document access rate increased from 12% to 51%, effectively activating employees' enthusiasm for sharing. At the long-term incentive level, knowledge sharing performance needs to be included in performance evaluation indicators, with a weight of no less than 20%, and directly linked to employee promotion, evaluation, and prioritization. According to the internal statistics of an Internet enterprise, when the knowledge sharing contribution rate of employees increases by 15%, their probability of promotion increases by 27%. This correlation mechanism strengthens the long-term sharing motivation of employees [5].

At the same time, enterprises need to establish standardized knowledge management processes and risk prevention mechanisms. Clarify knowledge classification standards and sharing permissions, implement hierarchical control over core confidential knowledge, and build a full chain security protection system through technical means such as access log recording and traceability auditing. In response to the problem of ineffective knowledge flooding caused by excessive incentives in some enterprises, a peer review mechanism can be introduced to review and screen the quality of shared content. A certain technology company once had a lack of quality audits, resulting in ineffective knowledge accounting for 37%. After implementing peer review, the proportion of effective knowledge increased to 86%, effectively ensuring the quality of knowledge sharing. During the implementation of the system, it is necessary to ensure fairness and transparency, with a timely reward distribution rate of no less than 95% and a satisfaction rate of performance feedback of over 85%, to ensure the credibility and execution of the system.

4. Building an efficient and collaborative digital technology platform

The digital technology platform is the core carrier of knowledge sharing, and its functional completeness and adaptability directly determine the efficiency and scope of knowledge flow, and are also the critical underpinning for breaking down barriers to cross-scenario knowledge transfer. According to data from the China Academy of Information and Communications Technology, the penetration rate of products integrating artificial intelligence functions in enterprise-level knowledge management software in China will reach 42% in 2024, and it is expected to rise to 78% by 2028. Technological empowerment has become an important development trend for knowledge sharing.

Platform construction needs to focus on the three core requirements of "intelligence, collaboration, and mobility", accurately covering the four basic modules of knowledge storage, retrieval, updating, and interaction. With the help of natural language processing, machine learning and other technologies, the platform can achieve automatic knowledge classification,

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association recommendation and precise matching, greatly improving retrieval efficiency. After a certain tertiary hospital launched an intelligent clinical knowledge management system, the average time for doctors to retrieve case information was reduced from 30 minutes to less than 5 minutes, significantly improving the efficiency of diagnosis and treatment work and the quality of knowledge reuse [6]. The platform also needs to support multi-terminal adaptation to meet the knowledge access needs in diverse scenarios such as remote work and mobile work. Currently, knowledge management systems with mobile functionality have become the mainstream in the market.

Platform selection should take into account both the scale of the enterprise and industry characteristics, and avoid blindly following trends. Large enterprises can rely on localized solutions such as Huawei Cloud and Alibaba Cloud to achieve data interoperability between knowledge management systems and business systems such as CRM and ERP, promoting deep integration of knowledge and business processes; Small and medium-sized enterprises can choose SaaS-based lightweight platforms to reduce IT construction and maintenance costs. According to data from the China Association of Small and Medium-sized Enterprises, the deployment rate of knowledge management systems for small and medium-sized enterprises in China has increased from 34% in 2020 to 57% in 2025, reflecting the increasing importance that small and medium-sized enterprises attach to knowledge managemen [7]. In addition, the platform needs to focus on ecological construction, integrate no less than 40 third-party application interfaces, and integrate functions such as document collaboration, video conferencing, instant messaging, etc., so that cross-team knowledge collaboration does not require additional tool switching, further enhancing sharing convenience and employee willingness to use.

5. Strengthening the cultivation of employees' knowledge sharing ability

The ability of employees to organize, express, and transmit knowledge directly affects the quality and effectiveness of knowledge sharing. Such capability gaps not only compromise the accuracy of knowledge transfer but also diminish the practical value of shared knowledge, becoming an obstacle to the efficient operation of organizational knowledge systems. According to research data from the Ministry of Human Resources and Social Security, only 43% of grassroots employees have standardized knowledge structured output capabilities, which has become an important bottleneck restricting the effectiveness of knowledge sharing [8]. By providing systematic training to enhance employees' sharing abilities, the efficiency of organizational knowledge transformation can be increased by 49%, significantly improving the actual effectiveness of knowledge sharing.

Enterprises need to establish a hierarchical and classified training system, and design specialized courses based on the characteristics of different job positions. Provide basic knowledge training for all employees, covering knowledge classification standards, metadata specifications, digital tool usage, etc., to help employees master the basic methods of knowledge sorting and output. According to the monitoring data of the training effectiveness of the Ministry of Human Resources and Social Security, employees who have received relevant training can improve the efficiency of knowledge structuring by 58%. For core groups such as technical backbones and middle-level managers, advanced ability training will be carried out, with a focus on experience extraction, case analysis, speech expression, etc., to cultivate a group of internal knowledge sharing lecturers. A certain fast-moving consumer goods brand has compressed the competency cycle of new employees from 6 months to 3 months through this training model, verifying the practical value of the training system.

At the same time, enterprises can rely on the "Internet plus Vocational Skills Training Plan", integrate online and offline training resources, use the national vocational education smart

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education platform, enterprise internal training system and other channels to provide free online courses, covering digital management, intellectual property protection, network information security and other key content. By the end of 2025, the number of visits to relevant courses on the National Vocational Education Smart Education Platform has exceeded 21 million, providing abundant resources for enterprises to carry out training [9]. To ensure the effectiveness of training, enterprises need to establish a closed-loop mechanism of "practice-feedback-optimization", strengthen employees' practical abilities through simulating knowledge sharing scenarios, organizing case reviews, and incorporating training results into job assessments to promote employees' application of learned skills to practical work.

6. Improve cross-departmental and cross-organizational collaboration mechanisms

Cross-departmental collaboration is an important lever to break down knowledge barriers. Currently, only 35% of enterprises have established a normalized cross-departmental knowledge sharing mechanism, and a large amount of valuable knowledge is limited to a single department and cannot be transformed into organizational level competitiveness. McKinsey's "Report on Improving Organizational Efficiency" points out that companies that establish a normalized cross-departmental knowledge sharing meeting mechanism can reduce cross-departmental project communication costs by 38% and shorten problem-solving cycles by 27%, fully demonstrating the value of collaborative mechanisms [10].

Enterprises can establish dedicated knowledge sharing coordinators to coordinate the knowledge sharing needs of various departments, coordinate resource allocation, and organize cross-departmental communication activities. At the same time, we will implement the "knowledge project system" and establish cross-departmental special teams for major projects such as new product development and process optimization, clarifying the knowledge contribution responsibilities and sharing permissions of each department, and promoting the integration and collision of knowledge in different fields. A certain automobile manufacturing enterprise has promoted knowledge exchange among R&D, production, and sales departments through this model, increasing supplier knowledge sharing by 20% and shortening the overall R&D cycle by 15%, providing a practical model for cross-departmental collaboration [11]. In daily operations, cross-departmental knowledge expos, skill challenges, and other activities can be regularly held to establish a cross-disciplinary communication platform. Procter&Gamble's practice has shown that introducing the "mutual evaluation of solutions" mechanism in cross-departmental meetings can effectively promote knowledge collision and increase the approval rate of solutions by 23%.

In addition, enterprises can leverage digital collaboration platforms to break through physical space and departmental boundaries, and use intelligent matching algorithms to achieve precise cross-departmental knowledge supply and demand docking. Data from Amazon's internal resource sharing platform shows that through intelligent matching technology, the utilization rate of idle knowledge resources in enterprises has increased from 32% to 68%. At the same time, a "collaborative credit score" system will be established to convert cross-departmental knowledge support behavior into quantifiable credit scores, which will be linked to performance evaluation, thereby improving the response speed of cross-departmental resource allocation by 41%. On this basis, enterprises can explore cross-organizational knowledge sharing models, introduce high-quality external knowledge resources through industry alliances, industry-university-research cooperation, and other forms, and maximize the value of internal core knowledge.

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7. Conclusion

The implementation of knowledge sharing in modern knowledge-based workplaces is a systematic project that covers organizational culture, institutional design, technological application, talent cultivation, and collaborative mechanisms. It needs to be dynamically adjusted and accurately implemented in conjunction with the development stage of the enterprise. Breakthroughs in a single dimension are difficult to form sustained and stable effects. Among them, organizational culture provides an atmosphere foundation for knowledge sharing, institutional guarantees inject long-term momentum, technological platforms improve circulation efficiency, talent cultivation strengthens ability support, cross-departmental collaboration expands application scope, and the five are interconnected and organically integrated to jointly build an efficient knowledge sharing system.

From the perspective of practical effects, through the five major paths proposed in this article, enterprises can effectively solve core problems such as knowledge base fragmentation, strict departmental barriers, and insufficient shared motivation, achieving good results such as a 40%-50% increase in knowledge reuse rate, a 30% increase in work efficiency, a 32% reduction in new employee training cycle, and a 21% increase in product iteration speed. Against the backdrop of the continuous expansion of flexible employment scale and the rapid development of the knowledge economy, enterprises need to optimize their knowledge sharing strategies in a targeted manner based on their own industry characteristics and scale reality, especially balancing the relationship between knowledge sharing and knowledge security and confidentiality, establishing a hierarchical and classified knowledge control mechanism, and avoiding problems such as formal sharing and the proliferation of ineffective knowledge.

In the future, with the deep integration of technologies such as artificial intelligence and big data with knowledge management, knowledge sharing will gradually evolve towards intelligence, personalization, and contextualization. Enterprises should continue to pay attention to technological and model innovation, continuously improve their internal knowledge sharing system, fully activate the potential value of knowledge elements, inject lasting momentum into organizational innovation and development, and build core competitiveness that is difficult to replicate in fierce market competition. This exploration also has positive reference significance for promoting the improvement of knowledge management level in the entire industry.

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