

Review Article

Exploring Knowledge Sharing: A Literature-Based Perspective

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Abstract

Knowledge sharing plays an important role in both human interactions and organisational and industrial contexts. Due to the sharing of knowledge, both the parties, the receiver and the sharer, benefit in the organisation. This paper intends to summarise the literature reviews related to knowledge sharing. The main aim of this paper is to showcase the importance of knowledge sharing in an organisation and to develop an awareness of the importance and impact of knowledge sharing. A meta-review of few articles has been conducted from the period 2013 to 2024. This review paper finds the importance and impact of knowledge sharing in the organisations. In future research can be undertaken considering more literature review and other factors and its impact.

1. Introduction

In this competitive world, business organisations face lots of challenges, which makes the management adopt different strategies. Within organisations, knowledge sharing is recognised as a fundamental process through which individuals exchange knowledge, skills, and information to enhance collective understanding and performance. This process inherently involves at least two parties — a knowledge provider and a knowledge recipient — highlighting the interactive nature of knowledge exchange.

Maria Rosales Gerpe [1] has explained that the main aim of knowledge sharing is to nurture and collaborate on new ideas to improve and increase productivity, efficiency and reduce costs, which ultimately leads to achieving the goals of an organisation.

Knowledge sharing is an exchange of knowledge, information, skills, and technology amongst individuals and employees in an organisation for achieving its objectives. Knowledge sharing doesn't get done on its own. Formal steps need to be taken. Management has to encourage the employees to share their knowledge.

2. Knowledge Sharing – Review Of Literature Reviews

Baakir and Ellioua [2] investigated the influence of knowledge sharing under two dimensions: knowledge donating and knowledge collecting. The focus is on both explicit knowledge and tacit knowledge. It aimed to assess the relationship between Knowledge sharing and Innovative Behaviour among 100 professional engineers in the pharmaceutical industry in Morocco, adopting a quantitative methodology. A structured questionnaire was prepared and distributed either in person or by email. The study was conducted, which showed that KS positively promotes innovative behaviour through continuous learning and collaborations. It states the importance of knowledge donation in the ever-changing environment.

Kuzu and Özilhan [3] examined employees' performance in relation to employee relationships and knowledge sharing in a 5-star hotel industry in Antalya, Turkey. They analysed the correlations between knowledge sharing, considering employee relationships with the performance of the employees. The variables for employee relationship are Working environment, Conditions of respect, Conditions of support, Justice perception, Relationships with superiors, Self-satisfaction and Self-learning. The conditions for knowledge sharing are Voluntarily sharing and Conditionally sharing. The nature of this study is exploratory. This study adopted a convenience sample method by conducting interview preparing questionnaires. It was found that employee relationships and knowledge sharing have a positive influence on employee performance.

Horvat [4]: This empirical study relates the findings to knowledge sharing, performance management and the impact on service employees in small IT Companies in Croatia. A survey method is used for collecting the data through an online questionnaire. It was distributed through email. The response was from 77 people. For this process, performance management was studied under three main domains: performance planning, performance coaching and performance review. A pilot study was conducted considering the three domains and knowledge sharing. This study found that performance review, which is considered a part of performance management, has shown more influence on knowledge sharing comparing other two domains, performance planning and performance coaching.

Akrum [5]: A detailed study was made in the Chinese telecommunication sector to know about the following: 1. to know the employee innovative work behaviour by checking the influence of organisational justice and knowledge sharing on employee work behaviour. 2. To know how knowledge sharing plays an important role in organisational justice and employee innovative work behaviour. The research helps both theoretically and practically in the concept of the body of knowledge. This study investigates the impact of organisational justice with 5 dimensions - Distributive Justice, Procedural Justice, Interactional Justice, Temporal Justice, Spatial Justice- on innovative work behaviour, along with knowledge sharing as mediator. It was concluded that knowledge sharing links the organisation's justice and innovative work behaviour.

Pealeu [6]: Based on the suggestion given in the previous literature of including the variable – employee loyalty, research was conducted to know the effect of how employees' performance and loyalty are influenced by knowledge management and knowledge sharing at West Kalimantan Regional Police Operations Bureau, with 50 people as respondents. The variables used are Employee Performance, Knowledge Management System, Knowledge Sharing and Employee Loyalty. It was found that knowledge management and knowledge sharing have an impact on the performance of employees and employee loyalty. Encouraging and managing knowledge and sharing knowledge influence the performance and loyalty of the employee.

Akrum [7]: The Author investigated the influence of knowledge sharing under two dimensions: knowledge donating and knowledge collecting, to assess the relationship between KS and Innovative Behaviour amongst 200 employees of the telecommunications sector of China and also to identify the attributes for innovative work behaviour. The study conducted that both knowledge donating and knowledge collecting show a positive effect. Out of these two dimensions, knowledge collecting has more impact on developing the employee's innovative work behaviour. The study states that the manager has to create an environment of knowledge sharing by motivating the employees, especially by identifying the best motivational factor which satisfies the employees.

Ahmad and Karim [1]: The authors studied the effects of Knowledge Sharing (KS) in an organisation by summarising 61 empirical articles. The author conducted a systematic literature review, which consists of 3 phases: 1. Defining a review protocol, 2. Conducting the review, and 3. Reporting the review. Based on the literature review, the authors propose a theoretical framework for research pertaining to knowledge sharing impacts. KS has a positive psychological effect. - All three levels - individual, team and organisation are benefited by KS. Those organisations whose aim is to expand and enter new markets must support KS.

Cai [8]: The author identifies the mediating role of employee vigour towards social capital on tacit knowledge sharing intention with 209 employees across multiple industries in China. A survey was undertaken with social capital as a pre-existing factor for employees' tacit knowledge sharing, with physical strength, emotional energy and cognitive liveliness as variables. It was found that social capital positively affects emotional energy, which in turn influences intention to share tacit knowledge, whereas physical strength and cognitive strength have no effect on knowledge sharing. The organisation has to provide an environment where the employees connect with each other for better knowledge sharing.

Cheng [9]: The Researcher investigates how intellectual capital, comprising Human capital, Internal capital and External capital, is developed by knowledge sharing among teachers in Hong Kong. A cross-sectional quantitative study of 458 teachers among private, secondary and special schools was conducted. It was found that school management has to provide a space for sharing knowledge, which will enhance internal, external and human capital. Communication also plays an important role in developing the intellectual capital of the school, so the school management has to focus on the development of communication strategies also. It was analysed that knowledge sharing, as a tool, can be used to strengthen IC.

Kurniawan [10]: This research paper shows that the extent to which implicit knowledge is affected by political postings with differences or similarities in values among office employees at Indonesian Halal firms. Questionnaires were distributed both online and offline to the employees of private firms who had been with the firm for at least 12 months. It was analysed that posting political news on social media has an impact on knowledge sharing. The management has to train the employees regarding the effects of political postings on social media. For these findings, the variables used are Perceived political value similarity, Likability, Perceived trustworthiness and Level of implicit knowledge sharing.

Castaneda and Cuellar [11]: This article explored the connection between innovation and knowledge sharing. The authors took 7,991 articles from the year 1973 to 2017 from Sopus and ISI Web of Science, which were segregated into 4 periods that were identified in relation to innovation and knowledge sharing. They were embryonic, emergent, growth young, and growth highest. The reason for this research study is to explore how knowledge sharing and innovation are studied in academic literature. It was found that study of this type of literature started even from 1973. Its study seems to increase after 2000 and still growing continuously. It is also stated that the study evolved from technological to knowledge networks followed by how knowledge is acquired.

Khassawneh [12]: This study says that trust in the leader has a positive impact on the level of knowledge sharing and innovation among employees in the service industry in the UAE. It was analysed that having faith in the leader has an impact on the willingness to share knowledge among others in the organisation. It also helps in experimenting with new ideas. Knowledge sharing has an important positive role in the creativity of employees. For the growth and promotion of the organisation's knowledge and innovation, knowledge sharing plays an important role and is essential among employees. Factors like age, gender, education and experience are considered in the study as this

plays an important role in fixing the performance of the employees.

Kmieciak [13]: This article studies the impact of both horizontal trust and vertical trust, and evaluates the mediating role of two domains between trust and knowledge sharing and Knowledge sharing and innovative work behaviour with white-collar employees of a large Polish capital Group organization. It was found that horizontal and vertical trust are positively related to knowledge sharing. It used a few variables for the study, like Horizontal trust, Vertical trust under the head trust, and Knowledge donating, Knowledge collecting under the head knowledge sharing and Idea generation and Idea realisation under the head innovative work behaviour. The management has to build an environment of trust, knowledge donating especially for less educated employees.

Castaneda and Cuellar [14]: This article evaluates the evolution of knowledge sharing in Business Education, adopting systematic review method from 1997 to 2020, segregating into 4 periods: embryonic, emergent, growth young and growth highest. It was found that knowledge sharing is developing virtually, especially during Covid - 19 pandemic. It also stated to increase the time in strategies, especially space for discussion regarding challenges, sharing the knowledge and arriving at decisions as a group instead of lectures. The paper aims to investigate the evolution of the theme of knowledge sharing in business education in academic literature. Knowledge sharing in business education is growing in virtual environments, especially in the last year, where the COVID-19 pandemic restricted the option of face-to-face education in classrooms.

Yeşil [15] study the aims to explore the impact of the knowledge sharing process on innovation capacity and innovation performance, and also to know the role of innovation capability on the innovation performance of the firms operating in Kahramanmaraş, Turkey. Knowledge Collecting, Knowledge Donating, Innovation Capability and Innovation Performance are the variables used for this research. It was analysed that, unlike knowledge collecting, knowledge donating has a positive influence on innovation capability. According to previous research, knowledge sharing has an impact on innovation capability and innovation performance, but this research does not fully support this. It may be due to a smaller sample in this research.

Jabbouri [16]: This research aims to explore the relationship between IT capability and IT support, and KS as the mediator for exploring innovation performance. The independent variables used are IT capability and IT support, whereas the dependent variable used in this study is innovation performance. A questionnaire was prepared and distributed to employees of four mobile telecommunication companies in Iraq. It research analysed information technology capability and information technology support in the organisation with the help of knowledge sharing aids innovation performance.

Al-Zu'bi [17]: This research paper investigates the impact of organisational citizenship behaviour among employees in pharmaceutical industry at Jordan. This study has undertaken five elements into consideration: altruism, courtesy, sportsmanship, conscientiousness and civic. This empirical study investigates few questions: the link between OCB along with its 5 elements with knowledge sharing; how, to what extent, impact of OCB on KS, the level of influence of each element on KS. It was found that all five dimensions have a positive impact on knowledge sharing especially in order sportsmanship, conscientiousness and altruism among employees.

Asrar-ul-Haq and Sadia Anwar [18]: This research paper evaluated 64 articles from 2010–2015 from the journal “Journal of Knowledge Management” to identify factors favouring and un favouring knowledge sharing and knowledge transfer amongst different industries and countries. For this, the method used in this research is meta-review. It was analysed that trust, reward system and motivation, organisation structure, social relations, culture, knowledge-centered culture, openness to change and communication, individual willingness and eagerness to share knowledge, information technology, top management support and leadership are the factors which are considered doing favour to knowledge sharing and knowledge whereas lack of trust, organisation culture, openness to diversify, lack of time and work load, lack of technology, lack of organisational commitment, lack of absorptive capacity are found as barriers.

Rihayana and Aristana [19]: The researcher exhibits the link between transformational leadership and innovative work behaviour with knowledge sharing as a mediator. The variables for findings are innovative work behaviour, knowledge collecting, and knowledge donating and transformational leadership. The study was done in an export-oriented environment and found that transformational leadership influences innovative work behaviour mediated by knowledge sharing in small and medium sized industries.

Riana [20]: This research paper checks the influence of innovation through absorptive capacity and knowledge sharing in ikat weaving industry located at Bali. The variables used are knowledge sharing, innovation and absorption capacity and the indicators were knowledge donating, knowledge collecting, acquisition, assimilation, transformation, exploitation, product innovation and process innovation. Knowledge sharing is important to the organisation, even though it does not result in innovation directly, but it still helps the stakeholders in understanding way of business.

Method

The method applied in this study is Meta – review of few reviewed literature articles that has been conducted from the period 2013 to 2024. Relevant research papers were selected with the help of main keyword – knowledge sharing especially from Google Scholar.

Findings

This study analyses the importance of knowledge sharing the organisation. It also finds the impact of knowledge sharing in the organisation and how it influence the performance of employees, innovation.

3. Conclusion

Knowledge sharing plays an important role in the success of an organisation. In this paper, a s literature review was conducted in order to understand the importance of knowledge sharing in the organisation. The management has to provide an environment and motivate the employees sharing their knowledge which will lead to success of the organisation. This paper has studied only few articles for review. In future, researchers can consider taking more number of articles for study. The researcher can consider other factors of knowledge sharing and its impact.

Article Information

Disclaimer (Artificial Intelligence): The author(s) hereby declare that NO generative AI technologies such as Large Language Models (ChatGPT, COPILOT, etc.), and text-to-image generators have been used during writing or editing of manuscripts.

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