

KNOWLEDGE SHARING BEHAVIOR: A CRITICAL THINKING, IMPLICATIONS AND FUTURE AGENDA

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KNOWLEDGE SHARING BEHAVIOR: A CRITICAL THINKING, IMPLICATIONS AND FUTURE AGENDA

Introduction. Entering the industrial revolution 4.0 and society era 5.0, organizations are required to develop themselves based on intensive knowledge management. Organizations need, capture and represent knowledge, exchange and reuse it for different processes and applications, virtually creating an appropriate environment that stimulates the transfer and use of knowledge. This study provides insight into the importance of sharing knowledge in organizations while providing critical thinking to existing literature so that it can provide a new perspective in researching knowledge sharing.

Aims and Task. The purpose of this study is to provide a structured and detailed analysis and knowledge map of knowledge-sharing practices based on approaches that can be used as the basis for research and analysis contributes to the importance of knowledge-sharing for improving the quality of team and organization management.

Result. This study presents four gap management practices that can be used as a basis in research and analysis, contributing to the importance of sharing knowledge to improving the quality of management in teams and organizations. The first gap is about elaboration theory between resource-based view and social exchange theory, second about the divergence of the results of empirical studies where research on antecedents of knowledge sharing is mostly done at large companies, third is the substance of the practice of knowledge sharing in an organization, and fourth is the capability of human resources in conducting knowledge sharing practices.

Conclusion. This research provides insight that knowledge sharing is a crucial element for the development of individuals, teams, and organizations. Knowledge plays an important role in intellectual capital inventory that can be used as knowledge creation, which is useful in improving employee competitiveness and skills, increasing manager's analysis of change and turbulence, improving business performance and competitive advantage of organizations to build superior performance. Future research is to examine the relationship of knowledge sharing with variables of organizational behavior, psychology, human resource practices, and strategic management.

Keywords. knowledge sharing, critical thinking, employee performance, organizational performance, human resources, organizational behavior.

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ПОВЕДІНКА ОБМІНУ ЗНАННЯМИ: КРИТИЧНЕ МИСЛЕННЯ, НАСЛІДКИ І МАЙБУТНЄ

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Вступ Вступаючи в промислову революцію 4.0 та суспільну епоху 5.0, від організацій потрібно розвиватись на основі інтенсивного управління знаннями. Організації потребують, захоплюють та представляють знання, обмінюються та використовують їх для різних процесів та застосувань, практично створюючи відповідне середовище, що стимулює передачу та використання знань. Це дослідження дає розуміння важливості обміну знаннями в організаціях, одночасно надаючи критичне мислення існуючій літературі, щоб воно могло дати нову перспективу в дослідженні обміну знаннями.

Мета і завдання. Мета цього дослідження – надати структурований та ґрунтовний аналіз та карту знань щодо практики обміну знаннями на основі підходів, які можна використовувати як засади у дослідженні та аналізу, що сприяє важливості обміну знаннями для підвищення якості управління колективами та організаціями.

Результати. У цьому дослідженні представлено чотири підходи, які можна використовувати як засади у дослідженні та аналізу, що сприяє важливості обміну знаннями для підвищення якості управління колективами та організаціями. Перший підхід стосується теорії опрацювання між ресурсним поглядом та теорією соціального обміну, другий – про розбіжність результатів емпіричних досліджень, де дослідження щодо попередників обміну знаннями в основному проводяться у великих компаніях, третє – суть практики знань обмін в організації, четвертий – це здатність персоналу проводити практики обміну знаннями.

Висновки. Це дослідження дає зрозуміти, що обмін знаннями є важливим елементом для розвитку людей, колективів та організацій. Знання відіграють важливу роль в інвентарі інтелектуального капіталу, який може бути використаний як створення знань, що корисно для підвищення конкурентоспроможності та навичок працівників, підвищення аналізу менеджером змін та турбулентності, підвищення ефективності бізнесу та конкурентної переваги організацій для досягнення кращих показників. Майбутні дослідження полягають у вивченні взаємозв'язку обміну знаннями із змінними організаційної поведінки, психології, практики людських ресурсів та стратегічного управління.

Ключові слова. обмін знаннями, критичне мислення, працездатність працівників, організаційна ефективність, людські ресурси, організаційна поведінка.

Introduction. Today, companies compete by developing new knowledge faster than competitors [1], by involving human resources and intellectual capital to produce something unique, different and difficult for competitors to copy as a characteristic of the organization.

The relevance of using intellectual capital is manifested in increasing the effectiveness of knowledge management, which is associated with the creation of innovations. Knowledge sharing results in the accumulation of knowledge, the dissemination of knowledge and the acquisition of knowledge in organizations. In [2] suggested the important role of knowledge sharing in organizations, but its application is not yet understood. An important contribution to the practice of knowledge sharing is in the ownership and enhancement of intellectual capital and organizational success. Thus sharing knowledge has implications for improving employee performance and organizational performance [3]. On the other hand, Hooff and Weenan [4] argues that knowledge sharing plays a very important role in bringing innovation, competitive advantage, and the treatment of intellectual capital. This is reinforced by the results of a study conducted by Ozlen [5] which revealed that knowledge sharing is a variable that strengthens the relationship of knowledge management with employee performance and organizational performance. Furthermore, Masa'Deh et al. [6] revealed that knowledge sharing and employee performance have a positive relationship.

The results of other studies argued that to improve the quality of knowledge sharing among employees, increase profitability and competitive advantage, leadership has an important role in employee performance [7]. Although it has a strategic role in the context of individual level and organizational level, the sharing of knowledge has not been done optimally because there are several inhibiting factors in it.

Analysis of recent research and publications. In terms of integration of management perspective, the holistic notion of work concerning the growth theory of the firm states that companies are a collection of productive resources [8]. It was further stated that company resources consisted of human and non-human resources.

This theory then becomes the basic reference for the development of resource-based perspective theory [9].

In the view of the resource-based view, performance is the result of the work of all resources within the company, organizational and unique capabilities that are owned by the company or the performance of all internal resources and fills opportunities for challenges from external companies [9]; [10]. This view is an acknowledgment of the scope of strategy theory based on the resource-based view which claims that companies are composed of various resources [8]; [9]; [11].

Company resources are all assets owned by the company [9], both tangible and intangible [8]. Intangible resources can be included in the category of human resources namely managers and employees [11] so that the collaboration of these two resources results in a sustainable competitive advantage. As an understanding of the existence of employees as an important asset of the organization increases, a knowledge-based outlook is created. The knowledge-based view is a new extension of resources based theory that provides a strong theoretical understanding in supporting intellectual capital. A knowledge-based view originates from the resource-based view and shows that knowledge in its various forms is in the interest of resources [12].

The role of a knowledge-based view is to build the involvement of human capital to enable companies to adapt to various problems more effectively and efficiently [13]. This makes the development of human resources more dominant and structured.

Companies are an integration of human and non-human resources where human resources play an important role in managing, namely planning, organizing, coordinating, and evaluating and orchestrating other resources [8]. In the knowledge-based view, companies develop new knowledge that is important to build competitive advantage from the unique combination of existing knowledge because again given the role of resource-based view theory that companies must be unique so it is difficult to compete and emulate.

From this explanation, according to the resource-based view and knowledge-based view, intellectual capital meets the criteria as a unique resource for creating value-added. This added value is in the form of better employee performance in the company. Furthermore, the knowledge-based theory of the company outlines the typical characteristics as follows in Teece [14; 32]:

1) Knowledge holds the most strategic meaning in the company.

2) Production activities and processes in the company involve the application of knowledge.

3) Individuals in the organization who are responsible for creating, holding, and sharing knowledge.

Aim and tasks. Knowledge sharing has been proven to have an important role for organizational success, especially for the business sector, as evidenced by various studies that have been carried out - both at the individual, team and organizational levels.

For this literature study, analysis is made from seminal work to the latest developments regarding the position of knowledge sharing in a variety of subjects both large companies, SMEs, information technology companies and in the world of education, then doing critical thinking to create a literature gap and future research. This study shows that knowledge sharing can be an important predictor of organizational success.

Results. Knowledge is very fundamental in organizations because knowledge has a very strong relationship with organizational success [2]. Knowledge sharing is the process of transferring skills and abilities among employees [15]. The results of a study said that the process of knowledge sharing affects the success and profitability of an organization, especially in ownership and increase intellectual capital and organizational success [16].

Meanwhile, Pugna and Boldeanu [3] suggest sharing knowledge to improve employee performance and organizational performance. This implies that knowledge sharing is the greatest resource for organizations to improve performance and gain a sustainable competitive advantage [15]; [17].

Listening to its history, research related to knowledge sharing was started by Polanyi [18]

who suggested that the concept of knowledge sharing is an exchange of various knowledge in organizations. Then followed by several experts such as Nonaka and Takeuchi [2] and Lin [15]. Research on knowledge began to be carried out because knowledge is very important as one of the key resources in facing challenges [6]. In organizations, knowledge contributes to the acquisition of new experience and information and is manifested in organizational processes and norms.

Knowledge sharing plays the role of changing organizational knowledge into individual or group knowledge through internalization and socialization but changing individual and group knowledge into organizational knowledge through externalization and combination. Another important contribution regarding the role of knowledge sharing was also expressed by O'Dell and Hubert [19] who said that winners in the market usually have a continuous knowledge sharing culture and can appreciate the organization's intellectual assets. Because in organizations that embrace a knowledge-sharing culture, individuals create, share, and use information and knowledge in a collaborative environment in achieving work goals towards shared goals and so that they can do work more quickly and systematically. Wang and Noe [17] suggest knowledge sharing as a center of activity and basic knowledge where employees can exchange knowledge and contribute to the application of knowledge and ultimately create an organizational competitive advantage.

Another study, Yang and Chen [20] said that knowledge sharing plays an important role for efficient results for organizational operations so that by using employee knowledge and managing knowledge sharing efficiently and productively, organizations have long-term benefits, this is in line with the results of studies conducted by Silvi and Cuganesan [21]; Marques and Simon [22]. This implies that the role of employees is very important in conducting productive knowledge sharing practices in organizations. Empirical evidence from Hooff and Weenan [4] show that knowledge sharing plays a very important role in bringing innovation, competitive advantage, and the treatment of intellectual capital.

An important contribution to the practice of knowledge sharing in organizations is in the ownership and enhancement of intellectual capital and organizational success. Thus, Pugna and Boldeanu [3] suggest exchanging knowledge capital among people to improve employee performance and improve organizational benefits and performance.

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Empirical evidence from Hooff [4] shows that knowledge sharing plays a very important role in bringing innovation, competitive advantage, and the treatment of intellectual capital. Table 2.4 presents the results of an empirical study of knowledge sharing and important findings in it.

Table 1. Seminal work and empirical study results related to the Knowledge Sharing variable

Researchers	Important Findings
[18] Polanyi (1966)	Propose the concept of knowledge sharing as an exchange of various knowledges in organizations
[2] Nonaka dan Takeuchi (1995)	Discover and develop dimensions of knowledge sharing with the term SECI model (Socialization, Externalization, Combination, and Internalization) while explaining the characteristics of the types of knowledge that are implicit and explicit in the framework of the process of creating knowledge in an organization
[17] Wang dan Noe (2010)	Knowledge sharing is a fundamental center of knowledge activities where employees can make mutually beneficial exchanges and contribute to the application of knowledge and improve organizational performance
[24] Horvat et al. (2015)	Finding relationships while enhancing knowledge sharing systems and performance management, enhancing the culture of sharing knowledge and the impact of motivation on knowledge management
[5] Ozlen (2015)	Knowledge sharing practices improve employee performance and organizational performance
[6] Masa'deh et al. (2015)	Finding a link between knowledge sharing and knowledge sharing capability
[29] Ahmad (2018)	Non-native language can make knowledge sharing an ambiguous and costly process, eroding some of the benefits of knowledge sharing
[30] Julpisit & Esichaikul (2019)	The system could serve all major research activities of scientific research projects and enhance knowledge sharing
[32] Ayanbode & Nwagwu (2020)	Therapy team members' Intellectual capability, increased innovation, disciplinary specialization, and professional learning are dependent on their creation and sharing of knowledge

Source: Researchers Synthesis, 2017-2019

After knowledge sharing practices through the SECI dimension, the idea model Nonaka and Takeuchi [2] grew and developed into an important variable in the research arrangement specifically as a variable that contributes to improving employee performance and organizational performance. An empirical study conducted by Lin [15] explores the dimensions of the practice of knowledge sharing into IOT models namely:

a) individual factors, namely an attitude of employees who are willing to help other employees and employees who have knowledge of self-efficacy;

b) organizational factors, namely management support in the process of sharing and transferring knowledge and appreciation from the organization for employees who practice knowledge sharing;

c) technology factors (information and communication technology used).

The results of the study indirectly complement the dimensions of the results of the study conducted by Nonaka and Takeuchi [2] with its SECI dimension. Although this model is more widely adopted by other researchers in measuring knowledge sharing, the idea Lin [15] provides a new perspective that the practice of knowledge sharing will only emerge if there is a desire from within employees, then requires organizational support comprehensively and sustainably and the need for adaptation to technological developments today. So that the two models above when combined will have a more holistic level of measurement.

This study tries to explain the possibility of measuring knowledge sharing variables through the merging of the dimensions of the concepts put forward by Nonaka and Takeuchi [2] with the SECI model and combined with the concepts of ideas Lin [15] with IOT models because they are based on various The available empirical studies mentioned that both concepts have various weaknesses and also have advantages.

Critical Thinking of Literature.

Although knowledge sharing plays an essential role in the ownership of intellectual capital, in the literature context, knowledge sharing is not fully understood and still

creates gaps that can become obstacles in its application.

The gap is as follows:

1) The "first" gap lies in the realm of theory. As we know a knowledge-based view is a theory that examines how organizations give appreciation to intellectual capital and the important role of ideas/ideas in the development of organizational learning, but it does not explain how the mechanism that occurs in the process of respect for intellectual capital. With the gap in the realm of theory, it is possible to integrate the theory between knowledge-based view and social exchange theory [25]. This theory suggests that interactions are usually seen as interdependent and dependent on the actions of others so that the understanding obtained is the interplay between individuals in the organization. That is, social exchange theory is the basis of how leaders understand the work behavior of employees because in the work behavior certain motives cause the behavior.

2) The "second" gap is related to the divergence of the results of empirical studies, where research on the antecedents of knowledge sharing is mostly done on large companies, given the company's readiness level in the practice of sharing knowledge. So the results of the study cannot be applied comprehensively in different contexts. In a broader sense, there are greater challenges in implementing the practice of sharing knowledge in small companies such as SMEs or family businesses because it is stated that the practice of knowledge sharing is difficult to change, has not been done much and is considered difficult to measure. The challenge of applying knowledge sharing on a SMEs scale is proven by Wong and Radcliffe [26] who state that knowledge in SMEs is difficult to change because knowledge sharing of SMEs characters uses more informal methods in socialization, especially in building efficient communication networks and informal [27]. To overcome the bad business environment and change the complex business environment to be managed, the role of knowledge sharing becomes very important.

3) The "third" gap is related to the substance of knowledge sharing practices in an organization. Until now, neither the literature nor the results of empirical studies have examined the ideal substance of knowledge to be shared between employees. Studies on knowledge sharing that have been conducted by several previous researchers such as Nonaka and Takeuchi [2]; Lin [15]; Pugna and Boldeanu [3]; Masa'Deh et al. [6] no one has discussed the ideal substance of knowledge to be absorbed, processed and practiced to improve employee performance. This means that not all of the knowledge shared has a significant effect on employee performance and knowledge, so the quality of the knowledge shared is very important to be filtered and developed to be disseminated within the company.

The "fourth" gap is the unfolding of human resource capabilities in the practice of knowledge sharing. This gap is at the same time providing criticism of two main researchers about knowledge sharing, namely Nonaka and Takeuchi [2] and Lin [15] who have not touched the realm of employee capabilities in the practice of sharing knowledge, especially the ability to filter knowledge that is disseminated and absorbed for improve self quality and performance.

Future Agenda.

Much research has been done on the role of knowledge sharing as an important capital in the sustainability and competitiveness of the organization. This has become a trigger in organizational development. Many researchers found that the role of knowledge sharing is to improve individual performance [6], improve organizational performance, build sustainability and competitiveness [3] and build a culture of innovation [28]. Looking back, research on knowledge sharing is influenced by antecedents

such as the role of leadership, job satisfaction, employee commitment, demographic factors i.e. age, education level, motivation, trust, and absorptive capacity so that this is a multi-perspective and perspective

Measuring knowledge sharing cannot be done only in the internal aspects of employees but also involves the role of leader and organizational support. This means that the combination of the measurement model of Nonaka and Takeuchi [2] with the SECI model can be elaborated with the IoT model idea Lin [15] so that it becomes more comprehensive.

Besides that, the future research agenda can be carried out by filling the gaps in the literature so that the role of knowledge sharing is increasingly clear in mapping intellectual capital in organizations. Perform comparative tests on large companies and the SME sector regarding the implementation of knowledge sharing so that it has a practical contribution that each business sector is expected to build human capital and intellectual capital in global competition.

Conclusion. The important role of knowledge sharing in the organization's journey is in the recognition of organizational intellectuals. In the knowledge-based view perspective, knowledge plays a strategic role in creating unique knowledge-based resources. This uniqueness will be difficult to emulate by competitors so that sustainability and competitive advantage can be achieved. Mapping knowledge is expected to create the uniqueness that becomes a competitive advantage of the organization.

This research generally enriches the literature review of knowledge sharing while providing critical thinking so that future research can close gaps in the literature and contribute to the position of future research findings.

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KNOWLEDGE SHARING BEHAVIOR: A CRITICAL THINKING, IMPLICATIONS AND FUTURE AGENDA

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