Organizational Culture Factors to Improve Knowledge Sharing Process: A Systematic Literature Review

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Abstract
Knowledge has become a critical aspect and asset of the organization. Thus, to gain benefits from knowledge, organizations must be able to manage that knowledge effectively. One of the processes in knowledge management is knowledge sharing. An important factor in an organization that can influence knowledge sharing is organizational culture. This research was conducted to explore aspects of organizational culture in the knowledge sharing process. This research uses the systematic literature review (SLR) method by Kitchenham to find out what organizational culture can facilitate and hinder the knowledge sharing process. Researchers found 17 journals that were used as sources in compiling a list of organizational cultures that influence knowledge sharing. Based on the research results, it was found that collaboration and top management support aspects are organizational culture factors that can improve the knowledge sharing process. Then, for the knowledge barrier aspect, time constraints were found to be the most frequently discussed factor.

Keywords
knowledge sharing driver, knowledge sharing barrier, individual factor, organizational factor, organizational culture
A. Introduction

In the current era, human life cannot be separated from the use of technology. The communication process, including the acquisition, management, and dissemination of information, can be easily carried out through information technology (IT). This condition also applies to how organizations or companies operate their business. Many organizations treat IT as an essential aspect of their business. The organization believes IT can improve company performance in various ways [1].

With the existence of IT, the dissemination of information becomes very easy. For this reason, organizations need to properly filter and organize the information so that it is not misused and can benefit the organization [2]. Utilization of information becomes very important because it can help in the decision-making process. However, the decision-making must be accompanied by organizational knowledge [3].

Knowledge is information with direction and context relevant to specific conditions [3], [4]. Knowledge becomes a critical aspect of the organization because there is a shift in the business foundation from natural resource assets to intellectual property [5]. To respond to this phenomenon, many organizations begin to analyze the knowledge that constitutes the basis of business processes and how to manage it [5]. Therefore, it is unsurprising that adequate knowledge management can improve an organization’s performance and increase its competitive advantage.

Knowledge management consists of four processes, one of which is knowledge sharing. Knowledge sharing is spreading knowledge from one individual to another, either with or without changing the form of knowledge. Knowledge sharing is believed to be one of the critical success factors of the organization because it can encourage the learning process and innovation in the organization, which ends in increasing the added value of the organization [6].

However, not all organization employees are willing to share knowledge intensively. Few of them feel that knowledge is valuable and should only be owned by themselves. They also sometimes think that they do not have the time and do not get any advantage from the knowledge-sharing process. This phenomenon is called knowledge-hiding behavior (KHB) and is experienced by many organizations [7].

One of the factors that can significantly affect the knowledge-sharing process in organizations is the organizational culture [8]. This statement is also in line with the statement in [9], which states that organizations need to strengthen a knowledge-sharing culture to survive in today’s business industry. A weak organizational culture encouraging KM activities can be an obstacle in the knowledge sharing process [8]. On the other hand, a solid organizational culture encouraging knowledge sharing can positively influence interactions between employees, which in turn affects individual and organizational performance and the achievement of organizational goals as a whole [7], [8].

Based on the importance of organizational culture’s influence on knowledge sharing, this research will discuss further the organizational culture that affects the process of knowledge sharing in organizations. Thus, it is hoped that the organization can maximize the application of these factors to benefit from
knowledge sharing. Additionally, organizational culture that may impede knowledge sharing will be identified by this research. By doing this, organizations may anticipate these roadblocks ahead of time and create proactive plans to avoid them.

Thus, the following are the research questions: (1) What organizational culture promotes knowledge sharing? (2) What kind of organizational culture prevents knowledge sharing? It is intended that this study will serve as a guide for organizations looking to enhance their knowledge sharing procedures beginning with organizational culture.

B. Literature Review

This section discusses the theoretical basis used in the research, which consists of knowledge sharing and organizational culture.

1. Knowledge Sharing

Knowledge management is a process of getting benefits from all sources of knowledge by involving people, processes, and technology or tools [3], [10]. Knowledge management consists of four processes: knowledge discovery, creation, sharing, and application. Among the four distinct processes, information sharing holds significant importance within the realm of knowledge management, since it possesses the potential to gradually yield advantages for the organization. [9]. Knowledge sharing is the desire of an individual to communicate explicit or tacit knowledge with other individuals in the organization, either in the form of ideas, experiences, facts, processes, or formulas [3], [7]. Besides between individuals, knowledge sharing can also occur between groups, departments, and even organizations [3].

Knowledge sharing can occur through socialization and exchange [3]. Socialization is a knowledge sharing process that involves the exchange of tacit knowledge from one individual to another. An example of socialization is face-to-face meetings. Through these activities, an individual can share and get tacit knowledge from others. Meanwhile, the exchange process refers to a process of knowledge sharing that entails the transfer of explicit knowledge. An example of an exchange process is the exchange of procedure documents or standard operating procedures (SOP) between individuals or organizational departments.

Effective knowledge sharing can provide many advantages for each individual and ultimately impact the organization. If organizational employees are engaged in sharing knowledge, a great synergy will be formed between employees, thereby increasing creativity, learning, and the emergence of innovations [6]. These innovations can be in the form of product or service innovations, innovations in ways of working, business processes, and others. These innovations can improve the performance and value of the organization. Therefore, it is essential to establish a mechanism for knowledge sharing inside the organization [9].

2. Organization Culture

Organizational culture is defined as norms, beliefs, and values that guide the organization's personnel behavior [3], [9]. Organizational culture can also become
a representation of organizational life and behavior and for understanding how the organization responds to change [9]. Organizational culture enables internal integration and coordination between the organization’s employees [9]. This culture requires top-level management support to get the value that can be useful for the organization.

Organizational culture is one of the most important foundations of knowledge management. The organizational culture supported by top-level management and effective social interaction among the employees can create an environment that encourages employees to share their knowledge [11]. For example, top-level management can provide appropriate awards or incentives to encourage knowledge sharing [3]. If employees are willing to share their knowledge without pressure and treat it as a daily activity, they will find it easier to work towards organizational goals [8].

### C. Research Method

To obtain previous research that is in accordance with the research topic, the researcher uses a systematic literature review (SLR) method. This SLR is a method to answer a problem by identifying, evaluating, integrating all relevant findings, and interpreting previous research on research topics [12]. This method aims to answer research questions based on the stages used in the SLR [12]. The following (Figure 1) are the SLR stages that will be applied in this research based on Kitchenham method [13], [14].

1. **Identification of the Needs for the Reviews**

In this research, SLR needs were identified based on research questions. The research question is "What are the cultural factors and barriers that influence knowledge sharing among employees in implementing KM?". Based on these research questions, the author searches for literature related to knowledge sharing culture, knowledge sharing barrier, knowledge sharing success factor, knowledge sharing failure factor, etc. This research is conducted in 2022 and the terms of publication year used as a reference are a maximum of the last 5 years so that the search for publications is carried out in the 2018-2022 range.

2. **Review Protocol Development**

Based on the research questions, the author identifies the keywords based on the PICOC strategy that consists of population, intervention, comparison, outcome, and context. The result of the PICOC analysis for this research is shown in Table 1.

<table>
<thead>
<tr>
<th>Category</th>
<th>Keyword</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
<td>Organizational culture in knowledge sharing</td>
</tr>
<tr>
<td>Intervention</td>
<td>Success factor, driver, failure factor, barrier, implementation</td>
</tr>
<tr>
<td>Comparison</td>
<td>N/A</td>
</tr>
<tr>
<td>Outcomes</td>
<td>Critical success factor for knowledge sharing in organization, organizational culture to improve knowledge sharing, knowledge sharing barriers</td>
</tr>
<tr>
<td>Context</td>
<td>organization, company</td>
</tr>
</tbody>
</table>
3. **Identification of the Research**

The keyword for searching the previous study in journal or paper databases is identified in this step. This research will use these databases to obtain the previous study.
- IEEE Xplore
- Scopus
- Science Direct
- ACM Digital Library

**Figure 1. SLR Stages**
Emerald Insight

In searching relevant previous studies, the author followed steps to identify the right keyword or search term based on [15].

a. Identify the search term based on PICOC results, especially for population and intervention.
b. Identify the search term based on the research question.
c. Identify the search term from the title, abstract, and keyword of the relevant previous study.
d. Identify the synonym, antonym, and alternative pronunciation of the search term.
e. Create the search string using the identified search term and concate it with boolean values such as AND and OR.

Hence, here is the search string that have been identified by the author: “knowledge management” AND (sharing OR culture OR driver OR barrier OR “success factor” OR “failure factor”) AND (organization OR company OR implementation).

4. Selection of Primary Studies

This step aims to collect articles or scientific literature that are relevant to the research topic. The criteria for identifying relevant literature are listed in Table 2 below.

<table>
<thead>
<tr>
<th>Category</th>
<th>Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inclusion Criteria</td>
<td>The literatures are released in 2018-2022</td>
</tr>
<tr>
<td></td>
<td>The literatures are written in English.</td>
</tr>
<tr>
<td></td>
<td>The publication type is Journal/Book.</td>
</tr>
<tr>
<td></td>
<td>The literatures are selected based on the research questions that the author wishes to address.</td>
</tr>
<tr>
<td></td>
<td>The case studies are conducted in organization, company, or public and private sector.</td>
</tr>
<tr>
<td>Exclusion Criteria</td>
<td>The literatures are not relevant to address the research question.</td>
</tr>
<tr>
<td></td>
<td>The literatures are not discussed about knowledge sharing success or failure factor related to organizational culture.</td>
</tr>
<tr>
<td></td>
<td>The literatures’ language is not in English.</td>
</tr>
</tbody>
</table>

5. Study Quality Assessment

This step aims to select primary literature that will address the research question. The detail of the selection process is shown in Figure 2. First, the author identifies potentially related papers in a journal or paper databases using previously identified keywords and filters by year, language, and publication type. 1,896 journals that could provide answers to research questions were found in the search results. The author again performed a filtering of all these articles using the publication title, abstract, and keywords that correspond to the findings of the PICOC analysis and the research questions. After filtering, 130 journals were found. After that, the author went through all 130 of the articles in full text to see if they addressed the study topics and were relevant. In addition, the author looked for more journals by consulting each journal’s reference list. One publication that addressed knowledge sharing barriers was found through a search of the reference list, although it was published in 2005. The author still included this journal
because the factors discussed were still applicable to the current situation. After going through several filtering processes, the author decided to choose 17 journals.

![Figure 2. SLR Filtering Process](image)

6. Data Extraction and Monitoring
This step is used to obtain literature data that will help answer the research questions [15]. The research title, type, objectives, methodology, journal name, publication year, main topic, country, and research outcomes/main findings are all included in this data extraction process. The author also categorized the organizational culture factors into knowledge sharing drivers or barriers.

7. Data Synthesis
The author synthesizes the data by writing a summary of the literature based on the part of the information gathered. The author compared the literature by utilizing the 3C2S approach. Comparing, contrasting, critiquing, summarizing, and synthesizing are all part of the approach. The author identifies the knowledge sharing driver and barrier in each article and then groups the factors based on their category.

D. Result and Discussion
This section discusses the SLR results, a brief explanation of each knowledge sharing factor, and research implications.

1. Overview of the Result
The overview of the literature review findings can be seen in Table 3. The findings are categorized based on research questions, which are organizational culture factors that influence knowledge sharing (knowledge sharing drivers) and organizational culture factors that hinder knowledge sharing (knowledge sharing barrier).

<table>
<thead>
<tr>
<th>Indicators</th>
<th>Reference</th>
<th>Qty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Sharing Drivers</td>
<td>[6], [8], [9], [11], [16], [17], [18], [19], [20], [21], [22], [23], [24], [25], [26]</td>
<td>15</td>
</tr>
<tr>
<td>Knowledge Sharing Barrier</td>
<td>[23], [24], [27], [28]</td>
<td>4</td>
</tr>
</tbody>
</table>

Table 3. Literature Review Findings Overview
Details of the findings can be seen in Table 4 and Table 5. The author extracted the knowledge sharing driver and barrier from each of the literature. After that, the author chooses the knowledge sharing driver and barrier related to organizational culture, some similar factors are categorized as the same factor.

**Table 4. Knowledge Sharing Driver Extraction Result**

<table>
<thead>
<tr>
<th>No</th>
<th>Literature</th>
<th>KS Driver from Literature</th>
<th>KS Driver related to Organizational Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>[6]</td>
<td>innovation culture</td>
<td>innovation culture</td>
</tr>
<tr>
<td>2</td>
<td>[8]</td>
<td>people, collaboration, trust, rewards</td>
<td>motivation, collaboration, trust, rewards</td>
</tr>
<tr>
<td>3</td>
<td>[9]</td>
<td>approach from leader</td>
<td>leadership</td>
</tr>
<tr>
<td>4</td>
<td>[11]</td>
<td>top management support, social interaction</td>
<td>top management support, social interaction</td>
</tr>
<tr>
<td>5</td>
<td>[16]</td>
<td>leadership, top management support</td>
<td>leadership, top management support</td>
</tr>
<tr>
<td>6</td>
<td>[17]</td>
<td>collaboration, learning and development, top management support</td>
<td>collaboration, learning culture, top management support</td>
</tr>
<tr>
<td>7</td>
<td>[18]</td>
<td>teamwork, openness, collaboration, management support, learning culture</td>
<td>teamwork, openness, collaboration, top management support, learning culture</td>
</tr>
<tr>
<td>8</td>
<td>[19]</td>
<td>pleasure in helping others, knowledge of self-efficacy, outcome expectations, culture, top management support</td>
<td>learning culture, openness, top management support</td>
</tr>
<tr>
<td>9</td>
<td>[20]</td>
<td>trust, collaboration</td>
<td>trust, collaboration</td>
</tr>
<tr>
<td>10</td>
<td>[21]</td>
<td>affiliation, innovativeness, fairness</td>
<td>collaboration, innovation culture, fairness</td>
</tr>
<tr>
<td>11</td>
<td>[22]</td>
<td>culture to capture, transfer, integrate, and retain knowledge, and boost productivity</td>
<td>learning culture, innovation culture</td>
</tr>
<tr>
<td>12</td>
<td>[23]</td>
<td>social interaction, trust, motivation, individual participant satisfaction, manageable workload, professional qualification</td>
<td>social interaction, trust, motivation, rewards, workload</td>
</tr>
<tr>
<td>13</td>
<td>[24]</td>
<td>motivation, social interaction</td>
<td>motivation, social interaction</td>
</tr>
<tr>
<td>14</td>
<td>[25]</td>
<td>reward, recognition, feedback, acknowledgement</td>
<td>rewards</td>
</tr>
<tr>
<td>15</td>
<td>[26]</td>
<td>trust, extrinsic &amp; intrinsic motivation, organizational KS practice</td>
<td>trust, motivation, rewards</td>
</tr>
</tbody>
</table>

**Table 5. Knowledge Sharing Barrier Extraction Result**

<table>
<thead>
<tr>
<th>No</th>
<th>Literature</th>
<th>KS Barrier from Literature</th>
<th>KS Barrier related to Organizational Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>[23]</td>
<td>lack of communication skills, social networks, difference in network culture, an overstress position structure, time constraints, trust, resource constraints, economic viability, lack of human resources management, physical</td>
<td>lack of communication skills, poor social networks, culture &amp; norm differentiation, time constraint, lack of trust, physical environment</td>
</tr>
</tbody>
</table>
2. Knowledge Sharing Driver

The organizational culture factor that influences knowledge sharing based on the literature review findings can be seen in Table 6. The findings are categorized into two categories, which are individual and organizational. Individual factors relate to behavioral factors, feelings, and relationships between individuals that form the culture of the organization. Meanwhile, organizational factors are related to organizational culture and the role of the organization in supporting every knowledge sharing activity of its employees.

<table>
<thead>
<tr>
<th>Category</th>
<th>Factors</th>
<th>References</th>
<th>Qty</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individual</strong></td>
<td>Collaboration</td>
<td>[8], [17], [18], [20], [21]</td>
<td>5</td>
</tr>
<tr>
<td>Drivers</td>
<td>Trust</td>
<td>[8], [20], [23], [26]</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Teamwork</td>
<td>[18]</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Openness</td>
<td>[18], [19]</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Fairness</td>
<td>[21]</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Motivation</td>
<td>[8], [23], [24], [26]</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Workload</td>
<td>[23]</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Learning Culture</td>
<td>[17], [18], [19], [22]</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Innovation Culture</td>
<td>[6], [21], [22]</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Social Interaction</td>
<td>[11], [23], [24]</td>
<td>3</td>
</tr>
<tr>
<td><strong>Organizational</strong></td>
<td>Top Management Support</td>
<td>[11], [16], [17], [18], [19]</td>
<td>5</td>
</tr>
<tr>
<td>Drivers</td>
<td>Rewards</td>
<td>[8], [23], [25], [26]</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Leadership</td>
<td>[9], [16]</td>
<td>2</td>
</tr>
</tbody>
</table>

a. **Collaboration:** Collaboration is one of the most mentioned factors based on the SLR result of this study. Collaboration involves interactions between employees who help and support one another in solving work problems [17],
Collaboration can stimulate knowledge sharing process through a combination of individual skills and resources to obtain the expected result [18]. Collaboration can increase the employees’ willingness to collaborate, share knowledge, make decisions together, share knowledge-based benefits, and support one another’s growth and performance [8], [20].

b. **Trust:** [20] defined trust as a relationship term, that happens between people and has the ability to encourage knowledge sharing process. Meanwhile, [8] explained how important trust is to knowledge sharing process in an organization. [8] stated that knowledge sharing will be limited if the organization has a distrustful and secretive culture. In addition, [26] defined trust as a willingness to share sensitive information and involves respect for one another and understanding. Trust makes people more willing to learn from each other and share knowledge, which results in a superior knowledge-sharing [26]. Thus, trust can have great impact on performance [23].

c. **Teamwork:** Along with collaboration, [18] explained that teamwork is an organizational culture that positively impacts the knowledge sharing process. In teamwork, a group of people perform their respective roles to contribute to the achievement of goals. Even though each individual performs their own role, they still share the same goals and are required to align their work with the goals.

d. **Openness:** [18] mentioned that the openness factor is related to change. It is aligned with [19] statement that people motivated to contribute to knowledge usually have pleasure in helping others because they feel involved in solving problems and engaged in intellectual pursuit. People with an openness to help others tend to do new things that challenge them. As a result, they will tend to create and accumulate knowledge, which can contribute to change. Therefore, the openness characteristic of an individual will positively impact the knowledge sharing process.

e. **Fairness:** According to [21], fairness refers to fairness among employees. This factor represents how the organization treats its employees.

f. **Motivation:** Motivation is related to a person’s desire to carry out an action. In other words, motivation is related to the individual. [8] and [23] argue that an individual is a very important factor in implementing KM practices. There are two types of motivation that a person has, namely intrinsic and extrinsic motivation [24], [26]. This motivation has a positive influence on the process of knowledge sharing in the organization [23]. If an organization can increase employee motivation in carrying out knowledge sharing, then the organization can maintain its competitiveness [8].

g. **Workload:** The culture of workload allocation in the organization influences the knowledge sharing process. If the workload is well distributed and can be managed by the relevant employees, then the employees can have more time to share knowledge and generate new ideas [23]. This new idea can certainly have a positive impact on the organization.

h. **Learning Culture:** Learning culture refers to how learning practices are maintained in an organization [17], [19], [22]. An evaluation and lessons
learned process after a project is implemented is one of the learning cultures in an organization [18].

i. *Innovation Culture:* [21] mentioned that innovativeness culture in an organization has a significant impact on knowledge sharing. Innovation in an organization has to be maintained to boost productivity and gain competitive advantage [6], [22].

j. *Social Interaction:* According to [24], social interaction is the degree of relationship between two or more people. [11] also states that the quality of the relationships between workers in an organization is referred to as social interaction links. Faster knowledge or information exchange can result from stronger social interaction between employees in an organization [11], [23], [24].

k. *Top Management Support:* Top management plays a critical role in creating an environment that supports and encourages knowledge sharing practices [17], [11]. According to [18], [11], [16], some of the top management responsibilities related to knowledge management are developing KM strategic initiatives, allocating resources and budgets, conducting employee training, measuring performance, etc. A manager in an organization has a critical role in motivating people to share information/knowledge and support initiatives that promote knowledge sharing among employees with [19]. Through support from top management, the organization can be more adaptive in responding to a change [18].

l. *Rewards:* there are two types of rewards that can motivate employee to share their knowledge regularly, i.e. hard and soft rewards [26]. Hard rewards are associated with extrinsic motivation and soft rewards are associated with intrinsic motivation [26]. Three identified literature explained how these motivations impact the knowledge sharing process [8], [26], [25]. Extrinsic motivation refers to financial reward and intrinsic motivation refers to recognition, compliments, etc. Examples of financial rewards are incentives and gift vouchers [23]. Meanwhile, giving the employee a title such as “expert” is one of the recognition rewards [23].

m. *Leadership:* [9] explained the role of a leader in building a thriving organizational culture in the knowledge sharing process. A leader needs to construct a strategic plan consisting of goals, mission, and objectives and adapt their leadership style in different circumstances while fostering a knowledge sharing culture [9]. Meanwhile, [16] explained how employee perception of the organization can impact knowledge sharing process.

3. **Knowledge Sharing Barrier**

The organizational culture factor that can be a barrier to knowledge sharing process based on the literature review findings can be seen in Table 7. The findings are categorized into two categories, which are individual and organizational barriers.

<table>
<thead>
<tr>
<th>Category</th>
<th>Factors</th>
<th>References</th>
<th>Qty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td>Lack of Trust</td>
<td>[23], [27]</td>
<td>2</td>
</tr>
<tr>
<td>Drivers</td>
<td>Poor Social Networks</td>
<td>[23], [27]</td>
<td>2</td>
</tr>
</tbody>
</table>

Table 7. Knowledge Sharing Barriers
Culture & Norm Differentiation [23], [27]  2
Time Constraint [23], [24], [27], [28]  4
Lack of Motivation [23], [28]  2
Personal Fear & Shyness [23]  1
Low Awareness of Self-Knowledge [23]  1
Language [28]  1
Organizational Drivers
Physical Environment [27]  1
Employee Turn Over [23]  1
Team Growth & Competition [23], [28]  2
Lack of Rewards [23], [28]  2
Organizational Support [28]  1

a. **Lack of Trust:** lack of trust may arise due to employees having concerns about the potential exploitation of their knowledge when they choose to disclose it [27]. This condition also aligns with the opinion in the research [23]. According to this research, employees have doubts about whom they can trust to effectively engage in knowledge sharing activities.

b. **Poor Social Networks:** social networks pertaining to the interconnectedness of team members within a team, as well as their connections with members of other teams [23]. The absence of a "social network" inside the interactions among teams will result in adverse consequences for the relationship [23]. Ultimately, the exchange of knowledge among employees will not happen. The research [27] highlights several issues related to social networks, including a discernible association between the social networks of employees, the individual’s immediate personal connections both within and outside the organization, their personality, specifically whether they exhibit introverted or extroverted tendencies and their proficiency in engaging with people.

c. **Culture & Norm Differentiation:** according to [27], this aspect is related to organizational structure. Employees must follow the organization's structure and can not go outside of it to get the knowledge they want. Furthermore, because knowledge is spread out more when a company has a higher hierarchy, sharing knowledge will be less effective. In other words, [23] stated that certain organizations employ individuals who either originate from or are situated in specific geographical regions. Indeed, it is evident that these employees possess distinct cultural backgrounds. This circumstance may adversely affect the organization's knowledge sharing endeavors.

d. **Time Constraint:** the time factor encompasses three distinct aspects. The first aspect pertains to the workload of employees. If employees are overwhelmed with excessive workloads, they may be deprived of the opportunity to allocate time for activities such as seeking, sharing, and applying knowledge, as well as participating in knowledge-oriented sessions [23], [28]. This condition may also contribute to a disparity in knowledge between senior and newly hired employees. According to previous studies [27], it has been found that the limited availability of free time among employees can impede the process of knowledge exchange. The second factor pertains to the temporal requirements associated with locating additional team members possessing the requisite expertise [27]. This phenomenon may arise due to the organization’s failure to effectively support knowledge acquisition or
provide adequate resources for locating experts. One additional factor to consider is the presence of time zones, as certain firms may hire individuals from diverse geographical regions, resulting in the existence of varying time zones. The disparity in working hours among employees within this time zone is likely to impede the process of employee communication [24], [27].

e. **Lack of Motivation:** an example of knowledge sharing activity inside an organization is the transmission of knowledge from experienced employees to newly onboarded individuals [23]. This knowledge sharing effort frequently gives rise to numerous issues [23]. Consequently, this leads to a lack of motivation among employees to engage in knowledge sharing activities. In other words, according to research [28], motivation is correlated with employees' unwillingness to acquire new knowledge.

f. **Personal Fear & Shyness:** this aspect pertains to an individual's considerations in facilitating the dissemination of knowledge. This concern typically emerges among individuals who experience feelings of inferiority in comparison to others, resulting in their hesitance to engage in knowledge sharing activities [23]. One additional factor contributing to the reluctance to engage in knowledge sharing is the apprehension of potential job loss. This concern arises from the understanding that by participating in knowledge sharing activities, an individual's technical competencies may become more visible and subject to scrutiny [23]. If the prevailing cultural norms within the organization foster an environment that instills fear, it is likely that employees may exhibit greater hesitancy in sharing knowledge.

g. **Low Awareness of Self-Knowledge:** self-knowledge can be defined as the process by which individuals comprehend and internalize their connections to the external world, as well as the individual ramifications that arise from these connections [23]. In certain instances, some employees in an organization possessed the necessary knowledge but exhibited limited awareness regarding their own self-knowledge [23]. This condition causes employees to be reluctant to share knowledge with other team members.

h. **Language:** language is related to different language variations and ethnicities [28]. Even in organizations that use English as a common language, some employees still need to gain sufficient knowledge and practice using English [28]. This condition is what hinders employees from sharing knowledge with other employees.

i. **Physical Environment:** physical facilities owned by the organization [3]. Examples include the design and separation between buildings, location, size, and type of office, type, number, and characteristics of meeting rooms; and so on [3]. Based on the findings of the study conducted by [27] it has been observed that some physical environmental factors have the potential to impede knowledge sharing activities due to their influence on the interpersonal interactions among employees.

j. **Employee Turnover:** the phenomenon of high staff turnover engenders a lack of motivation among senior employees to impart information to their newly recruited counterparts [23]. In addition, from the business model perspective, it is worth noting that a high turnover rate among employees at the offshore site may adversely affect the willingness of employees at the
onshore site to engage in knowledge sharing activities [23]. Ultimately, this will have an impact on the overall performance of the organization.

k. **Team Growth & Competition:** this aspect is associated with a rise in organizational complexity [23]. As firms experience greater complexity, the level of competitiveness among individuals intensifies, necessitating a heightened willingness among employees to engage in knowledge sharing. In accordance with the findings of [28], employee competitiveness arises as a result of the perception that possessing specialized expertise will lead to increased influence and improved hierarchical standing within the firm.

l. **Lack of Rewards:** according to previous research [23], it has been observed that employees may experience a diminished sense of appreciation when a business fails to offer awards, thereby leading to a decrease in their motivation to share information. According to previous research [28], there exists a correlation between rewards and employee motivation. The absence of rewards from the organization might lead to a decline in employees’ dedication to the practice of information sharing.

m. **Organizational Support:** the knowledge sharing process within an organization might be adversely affected by a lack of adequate organizational support [28]. Insufficient support that fails to satisfy the expectations of employees might impede their inclination to disseminate information and knowledge [28].

4. **Discussion and Implication**

The findings indicate that knowledge sharing drivers receive more attention in the discourse than knowledge sharing barriers. Fifteen studies examine the determinants of knowledge sharing as shown in Figure 3. In contrast, barriers to knowledge sharing were addressed in only four studies. The author exclusively chose knowledge sharing drivers and barriers that are either directly or indirectly associated with organizational culture.

![Figure 3. Journal Amount](image)

Individual factors are the factors most often discussed in reference research on SLR results, both in terms of knowledge sharing and barriers as shown in Figure 4. This is consistent with findings from research [23], which indicate that individual
factors are the most frequently discussed in terms of knowledge sharing barriers and drivers. In addition, research [27] also mentions more individual factors in the discussion of knowledge sharing barriers. These factors are elements that do not have a direct correlation with the culture of the organization. Nonetheless, these variables affect an individual's manner of working, interacting, and behaving. This conduct, if replicated consistently and by a significant number of individuals, will ultimately shape the organizational culture.

In prior studies, collaboration and management support emerged as the primary promoters of knowledge sharing, accounting for 12.8% of the total as shown in Figure 5. This condition is further supported by case study research [17] and [18], which identify collaboration as the primary or initial determinant that can have a positive impact on the process of knowledge sharing. The factor of top management support occupied the fourth position in both research. Additionally, case study research [19] indicates that top management support provides positive value for knowledge sharing.

Figure 4. Knowledge Sharing Driver and Barriers Categories

![Figure 4. Knowledge Sharing Driver and Barriers Categories](image)

Figure 5. Knowledge Sharing Drivers Pie Chart

![Figure 5. Knowledge Sharing Drivers Pie Chart](image)
One of the primary obstacles frequently cited in prior research is the time constraints (18.2%) as shown in Figure 6. Although this factor has multiple meanings, the most frequently cited one relates to time zones and employee free time for knowledge sharing. According to [27], time is a significant obstacle when it comes to knowledge sharing. Nonetheless, this condition contradicts [23] and [24]. Poor organizational culture, language, and cultural norms differences are the most frequently cited barriers to knowledge sharing, according to research [23]. In contrast, [24] indicates that the time zone does not exert a substantial impact on the process of knowledge sharing.

![Knowledge Sharing Barriers Pie Chart](image)

**Figure 6. Knowledge Sharing Barriers Pie Chart**

This SLR research can serve as a point of reference when evaluating the extent to which organizational culture supports the activity of knowledge sharing. This study additionally presents a comprehensive examination of the various factors that may impact knowledge sharing initiatives, with a particular focus on organizational culture, both positively and negatively. This factor can serve as a foundational reference for establishing a culture of knowledge sharing that begins in every employee. Once every member of the employee can apply the knowledge sharing activities in accordance with the organization's expectations, this will develop into an organization's culture and habit.

### E. Conclusion

In order for an organization to effectively implement KM, organizational culture is one of the fundamental elements that must be developed. An organization's culture is comprised of numerous elements, both organizational and individual, which contribute to its complexity. An investigation was conducted in this research to identify organizational cultures that either facilitate or impede the process of knowledge sharing.

The most influential organizational culture factor for knowledge sharing is collaboration followed by top management support. In order to facilitate efficient collaboration among employees, it is imperative to have support from top
management. Top management must provide facilities that can increase collaboration between employees. Initiatives that can be implemented include the establishment of a community of practice that includes individuals from various divisions within the organization who have common interests. In addition, it is important for organizations to have a conducive work atmosphere that fosters the creativity of individuals or teams, therefore mitigating any potential feelings of embarrassment or hesitation in expressing thoughts. The intensity of the knowledge sharing process may be enhanced when employees have the bravery to openly share their thoughts.

The knowledge sharing barrier that is often mentioned in previous research is time constraints. This factor is related to the amount of time employees have to share knowledge and the time zone in which they work. In this instance, top management support is also required to remove time-related barriers to knowledge sharing. Organizations might take the initiative of reviewing employee workload to ensure that employees are not overwhelmed with work. The strategies that can be applied are to automate various activities, create a priority scale, and encourage people to do a better job of planning. Then, in terms of time zones, an agreement must be reached between employees as to when is the best time to discuss so that no one is disadvantaged.

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G. References


