

The Factors Influencing Knowledge Sharing and the Theories Used as Research Perspectives

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The comprehensive understanding of the predictor factors to knowledge sharing is highly essential. However, in this regard, there is no research which has undertaken a comprehensive review. This study aims to identify the predictor factors to knowledge sharing, and the theories used as researchers' perspectives. The study was completed by reviewing 58 articles published during the period of 2018–2019. The result shows that the predictor factor of knowledge sharing consists of 26 organisational factors, 40 individual factors, and four technological factors. The predictor factors which are often researched are the organisational culture, and transformational leadership. The theories used as many as 37 theories. The most frequently used theories are the social exchange theory, the social cognitive theory, and the social capital theory. The results are useful for leaders who are committed to building a knowledge-sharing culture. It also provides the state of the art, and the gaps for future research.

Keywords: *Knowledge sharing, Knowledge management, Social exchange theory, Social cognitive theory, Social capital theory.*

Introduction

Knowledge is one of the essential resources of an organisation (Islam, Jasimuddin, & Hasan, 2018; Al Hawamdeh & Al-Edenat, 2019). That is why, just like the other resources, it must be managed effectively and efficiently (Daft, 2008). The important part of its management is knowledge sharing. Maimone stated that “it entails the enactment of transformational processes” (Maimone, 2017). Moreover, it positions the organisation to create and maintain a sustainable competitive advantage (S. Wang, Noe, & Wang, 2014; Asrar-ul-Haq & Anwar, 2016). It has a significant influence on how an organisation can work, (Abdelwhab Ali,

Panneer, Paris, & Gunasekaran, 2019), including its innovative behaviour (Abukhait & Zeffane, 2019), innovative work (Adaileh & Abu Alzeat, 2017), organisational effectiveness (Islam et al., 2018), and increase in human resources (Rafique, Hameed, & Agha, 2019).

The importance of knowledge sharing encourages each organisation to explore the factors creating a hindrance in the knowledge sharing process (Mushtaq & Rizwan, 2018), and try to find effective ways to overcome them. More than that, each organisation tries to identify the factors that influence it. However, the search results of the various studies on this topic, which have been published in recent years, indicate that there has not been a comprehensive study of the various factors that influence knowledge sharing behaviour. This raises numerous questions: what are the factors that influence knowledge sharing? Which factors have been studied frequently? Which factors are rarely examined and still need to be tested through research in other contexts? What are the theories used as a researcher's perspective? Which theories are often used and need to be applied to develop and foster a culture of knowledge sharing?

This literature review aims to identify the factors that influence knowledge sharing, and the theories used as researchers' perspectives in their studies. This study will enrich theoretical treasures about sharing knowledge, as an important part of knowledge management. It will also provide a comprehensive understanding of the various factors that influence knowledge sharing, and the various theories that can be used as future researchers' perspectives

Knowledge Sharing: A Theoretical Perspective

Knowledge management is needed to ensure that knowledge can be distributed and accessed anytime and anywhere by all people who need it to develop them, and for the development of an organisation. One of the main activities in knowledge management is 'knowledge sharing' (Hsiao, Brouns, Kester, & Sloep, 2013; Ayo, Folorunso, & Folorunso, 2019).

Knowledge sharing is "the process by which knowledge is transferred" (Davenport & Prusak, 1998) or "exchanges their (tacit or explicit) knowledge and jointly created new knowledge in a knowing process" (Bolisani, 2008). What is shared, is the knowledge that consists of experience, skills, and expert insights (Huysman & Wit, 2002). That knowledge can be in the form of the explicit knowledge, which is kept in the form of verbal, textual, visual, or numeric (Kreitner, 2009), or tacit knowledge, which is subjective insight, intuitive, and it is based on the behaviour and experience (Nonaka & Konno, 1998; Akamavi & Kimble, 2005; Ganguly et al., 2019; Rafique et al., 2019).

Knowledge sharing can be undertaken at the levels of private, group, and public. On a private level, this process involves a giver and taker. They exchange information, ideas, suggestions,

and experience related to their job. At the group level, knowledge sharing occurs between the related groups. Meanwhile, at the public level, knowledge is shared with all people in an organisation network (Razmerita, Kirchner, & Nielsen, 2016; Sedighi, Lukosch, Brazier, Hamed, & Van Beers, 2018).

Knowledge sharing can happen through a socialisation, externalisation, combination, and internalisation (SECI) process (Takeuchi, 2006). This process can be performed if there is a positively perceived knowledge sharing (Coun, Peters, & Blomme, 2018; Jamshed & Majeed, 2019), and knowledge sharing intention (Kim et al., 2019; Wang, et al., 2019; Hwang et al., 2018). That intention is then stated in the knowledge sharing behaviour (Ali et al., 2018; Dey & Mukhopadhyay, 2018; Khorakian et al., 2019; Sadegh et al., 2018; Kumi & Sabherwal, 2019; Javaid et al., 2018; Yadav et al., 2019) or knowledge sharing attitudes (Raza et al., 2018), and the knowledge sharing practice (Abdelwhab, et al., 2019; Singh et al., 2019). The knowledge sharing process can also occur and achieve knowledge sharing success (Jalal & Toulson, 2018) if there is an opportunity for knowledge sharing. That is why knowledge sharing, as stated in this paper, summarises all of the above aspects.

Research Methods

This paper was produced by using a literature review approach. The reviewed literature is limited to the articles which were published in the English language, in the whole international Scopus Q4–Q1 indexed journals. It is also limited to the international journal articles which were published in the period of 2018–2019. The research which was conducted before 2018, must have been cited in the articles published in the last two years.

The relevant articles were found by using the search engine for research articles, SEforRA. The keyword term used in the search was ‘knowledge sharing’. The articles obtained were selected using the following criteria: 1) articles that use the phrase ‘knowledge sharing’, as one of the keywords or articles that explicitly include the phrase, ‘knowledge sharing’, in the title; 2) articles containing research results using a quantitative approach; and 3) articles that contain quantitative test results about the influence of certain factors on knowledge sharing.

Result

Result of Searching and Data Selection

The article search results found that during the period of 2018–2019, there were 1,262 articles about knowledge sharing. There were 751 articles in Q4–Q1, with the details of 394Q1, 225Q2, 101Q3, and 31Q4. Furthermore, the manual search results show that articles that explicitly use the phrase, ‘knowledge sharing’, in the article title or as a keyword, were as many as 220 articles. The articles that met criteria one, and two, was 74 articles. The

results of a review of 74 articles showed that 58 articles fulfilled all the criteria specified as relevant articles for this paper.

Article Review Result

There are many factors which are theoretically and empirically proven to have a positive and significant influence on knowledge sharing. These factors can be classified into three categories: individual factors, organisational factors, and technological factors.

Organisational Factors

The results of a review from 58 relevant articles show that 32 organisational factors influence knowledge sharing. When classified by referring to the management functions, according to Fayol (Robbins & Judge, 2013), there are eight factors related to planning, 13 factors related to organising, and ten factors related to lead. None of the 32 factors were related to controlling. The various factors, and the frequency of research conducted regarding it, can be seen in Table 1 below.

Table 1: Organisational factors that influence knowledge sharing

No.	Influential Factors	Frequency	References
A	Planning		
1	Top management knowledge value	1	S. K. Singh, Gupta, Busso, & Kamboj (2019)
2	Shared language/vision	1	Lasode & Ogunsola (2019)
3	Organisational rules and policies	1	Abu-shanab & Subaih (2019)
4	Work ethics	1	Javaid, Abdullah, Zeb, & Hussain (2018)
5	Expectation, including outcome expectation, and communities' expectation	1	Fait, Scorrano, Mastroleo, Cillo, & Scuotto (2019)
6	Entrepreneurial orientation	1	Vafaei-zadeh, Hanifah, Foroughi, & Salamzadeh (2019)
7	Dimensions of social exchange, including structural, relational, and cognitive	1	Fait et al. (2019)
8	Community's knowledge need	1	Pee (2018)
B	Organising		
1	Human resource management practice	1	Al Kaabi, Ajmal, & Abu Elanain (2018)

2	Less centralised structure	1	Abdelwhab et al. (2019)
3	Management support	3	Abdelwhab et al. (2019); Nguyen, T., Nguyen, K. & Nguyen, M. (2019); Ashraf Fauzi, Tan Nya-ling, Thurasamy, Oluwaseyi Ojo, & Shogar (2019)
4	Information system maturity	1	Ardyan, Nurtantiono, Istiyanto, & Retnawati (2018)
5	Knowledge sharing systems	1	Abdelwhab et al. (2019)
6	Organisational culture, including organisational culture, organisational culture and structure, organisational structure factors, and supportive organisational culture	4	Abu-shanab & Subaih (2019); Probodha & Vasanthapriyan (2019); Abdelwhab et al. (2019); Karasneh & Al-zoubi (2019)
7	Team culture	1	Jamshed & Majeed (2019)
8	Team diversity	1	Lee, Yen, & Perromat (2019)
9	Organisational learning	1	Z. Wang & Kwek (2018)
10	Social capital	1	Ganguly, Talukdar, & Chatterjee (2019)
11	Social networks	1	Ashraf et al. (2019)
12	Interaction, social interaction	2	Lasode & Ogunsola (2019); Clauss, Spieth, & Kesting (2018)
13	Facilitating conditions	1	Ashraf et al. (2019)
14	Instrumental ties	1	Rafique et al. (2019)
C	Leadership		
1	Leadership	1	Probodha & Vasanthapriyan (2019)
2	Shared leadership		Coun, Peters, & Blomme (2018)
3	Transformational leadership	4	Coun et al. (2018); Le & Lei (2019); Hassan & Din (2019); Al-husseini, El Beltagi, & Moizer (2019); Yadav, Choudhary, & Jain (2019)
4	Ethical leadership	3	Lu, Zhou, & Chen (2019); Le & Lei (2018); Liu, Lin, Joe, & Chen (2019)
5	Knowledge-oriented leadership	2	Matošková, Macurová, & Tomancová (2018); Shariq,

			Mukhtar, & Anwar (2019)
6	Authentic leader	1	Javaid et al. (2018)
7	Technology leadership	1	Srivastava & Joshi (2018)
8	Leader-member exchange	1	Choi, Kim, & Yun (2019)
9	Leadership inspiration	1	Al Dari, Jabeen, & Papastathopoulos (2018)
10	Hidden knowledge facilitators (HKFS)	1	Li-ying, Zhang, & Long (2018)

Table 1 shows that 26 organisational factors influence knowledge sharing. However, the frequency of research on the influence of these factors was only at a rate of one. Therefore, a reexamination of the influence of these factors in other contexts needs to be done in future research. Table 1 also shows that six organisational factors have been studied at two or more times. The results confirm the positive and significant influence of these factors on knowledge sharing. These factors can be seen in Figure 1.

Figure 1. Organisational factors and research frequency



The Figure 1 above shows that the organisational culture, and transformational leadership have each been examined and tested for their effect on knowledge sharing in four studies. All research confirms the truth, that both factors have a positive and significant effect on knowledge sharing. Other factors that are studied quite often are ethical leadership, and management support. A statistical testing of the effect of both of factors on knowledge sharing has been carried out in three studies. The results are also aligned and mutually reinforcing. Meanwhile, two other factors, namely knowledge-oriented leadership, and social

interaction, have each has been examined twice, and revealed the same results. These six factors have been convincingly tested, and show the positive and significant influence of all these factors upon knowledge sharing.

Individual Factors

Table 2: Individual factors that influence knowledge sharing

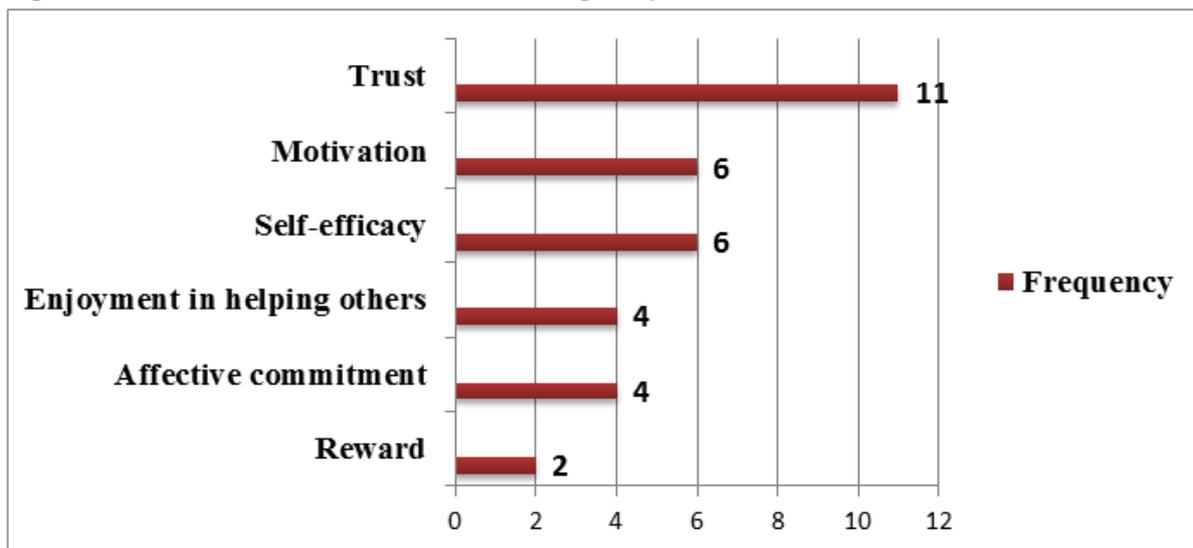
No.	Influential Factors	Frequency	References
1	Trust, including professional trust, trust in leadership, affective trust, trust in others, interpersonal trust, trust among members, and trust in a leader	11	Ashraf et al. (2019); Raza, Abidi, Arsalan, Shairf, & Qureshi (2018); Abdelwhab et al. (2019); Hassan & Din (2019); Phung, Hawryszkiewicz, Chandran, & Ha (2019); Lasode & Ogunsola (2019); Nguyen et al. (2019); W. Wang, Wang, & Chang (2019); Dey & Mukhopadhyay (2018); Le & Lei (2018a); Ouakouak & Ouedraogo (2019)
2	Motivation, including motivation, motivation and rewards, and motivation and willingness	6	Kumi & Sabherwal (2019); Abdelwhab et al. (2019); Nguyen et al. (2019); Yin, Ma, Yu, Jia, & Liao (2019); Raza et al. (2018); Probodha & Vasanthapriyan (2019)
3	Self-efficacy, including knowledge self-efficacy, Internet self-efficacy, web-specific self-efficacy, and knowledge-creation self-efficacy	6	Singh, Chandwani, & Kumar (2018); Nguyen et al. (2019); Sedigh et al. (2018); Phung, Hawryszkiewicz, Chandran, & Ha (2019); Srivastava & Joshi (2018); Kim, Lee, & Oh (2019)
4	Enjoyment in helping others	4	Nguyen et al. (2019); Lasode & Ogunsola (2019); Phung, Hawryszkiewicz, Chandran, & Ha (2019)
5	Affective commitment	4	Ouakouak & Ouedraogo (2019); Dey & Mukhopadhyay (2018); Wulandari, Ferdinand, & Dwiatmadja (2018); Hwang, Lin, & Shin (2018)
6	Reward, including reward, and organisational rewards	2	Al Dari et al. (2018); Abdelwhab et al. (2019)

7	Core self-evaluation	2	Zhang, Sun, Lin, & Ren (2018); Priyadarshi & Premchandran (2019)
8	Adaptiveness	1	Guan, Xie, & Huan (2018)
9	Altruistic attitude	1	Ali, Ali, Badghish, & Baazeem (2018)
10	Ambidexterity	1	Liu et al. (2019)
11	Anticipated relationship	1	Park & Gabbard (2018)
12	Attitude	2	Raza et al. (2018); Abu-shanab & Subaih (2019)
13	Calculative commitment	1	Hwang et al. (2018)
14	Communication skills	1	Probodha & Vasanthapriyan (2019)
15	Composition of team	TBA	Porkodi et al. (2019)
16	e-collaboration capability	1	Ardayan et al. (2018)
17	Emotional intelligence	1	Priyadarshi & Premchandran (2019)
18	Ethical behaviours	1	Khorakian, Mohammadi Shahroodi, Jahangir, & Nikkhah Farkhani (2019)
19	Expected reciprocity	1	Probodha & Vasanthapriyan (2019)
20	Expertise	1	Guan et al. (2018)
21	Internal barriers	1	Porkodi et al. (2019)
22	Interpersonal conflicts	1	Porkodi et al. (2019)
23	Knowledge sharing capability	1	Jalal & Toulson (2018)
24	Organisational citizenship behaviour	1	Sadegh, Khani, & Modaresi (2018)
25	Perceived behavioural control	1	Ashraf et al. (2019)
26	Perceived organisational support	TBA	Han, Yoon, Suh, Li, & Chae (2019)
27	Perfectionism	1	C. Wang & Chang (2018)
28	Personal expectation	1	Fait et al. (2019)
29	Power relationship	1	Probodha & Vasanthapriyan (2019)
30	Psychological capital	1	Sadegh et al. (2018)
31	Psychological contract fulfillment	1	Choi et al. (2019)
32	Psychological empowerment	1	Sadegh et al. (2018); W. Wang et al. (2019)
33	Reciprocal benefit	1	Park & Gabbard (2018)
34	Reciprocal relationships	1	Abdelwhab et al. (2019)
35	Reputation	1	Park & Gabbard (2018)

36	Self-awareness on organisational objective	1	Wulandari et al. (2018)
37	Self-enhancement motive	1	Choi et al. (2019)
38	Skills required for the team members	1	Porkodi et al. (2019)
39	Social identification	1	Lasode & Ogunsola (2019)
40	Subjective norms	1	Clauss et al. (2018); Raza et al. (2018)

Table 2 shows that 40 individual factors influence knowledge sharing. These factors have been empirically proven to have a positive and significant effect on knowledge sharing. Of all these factors, 32 factors, were examined in only one study. Further research on the influence of these factors needs to be carried out in other contexts to test existing theories. The remaining six factors were tested in two or more studies. These factors can be seen in Figure 2.

Figure 2. Individual factors and research frequency



Technological Factors

The results of an analysis from 58 relevant articles indicates that four technological factors influence knowledge sharing. The influence of these four factors has been tested in only one study. These factors are web 2.0 (Abdelwhab et al., 2019), using information and communication technology (ICT) (Nguyen et al., 2019), social media use (Ashraf et al., 2019), and the level of ICT. These four factors have been tested for their effects on knowledge sharing in just one study. Efforts to re-examine the effect of these factors on knowledge sharing needs to be undertaken in future research.

Theories Used

An in-depth review of various study results, which are relevant to the purpose of writing this paper, shows that 13 articles do not specifically determine the theory they make as their perspective. Meanwhile, other articles specifically and explicitly state the theories they use, as can be seen in Table 3 below.

Table 3: Theories used in the studies

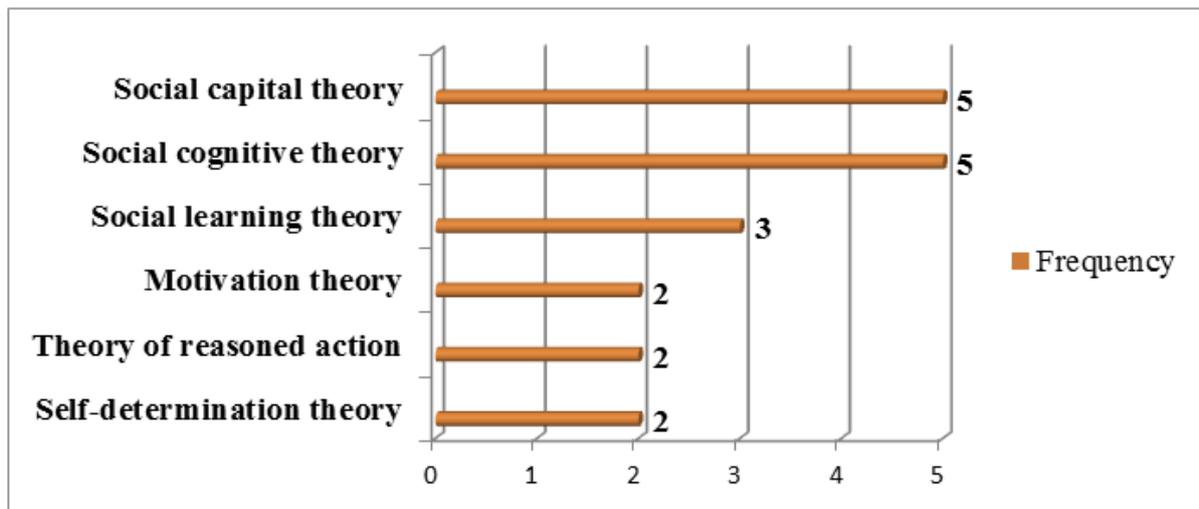
No.	Theory Applied	Citation
1	Self-determination theory, and social exchange theory	Coun et al. (2018)
2	Not specified	Matošková et al. (2018)
3	Demand theory, and culture theory	Li-ying et al. (2018)
4	Social information processing theory	Pee (2018)
5	Not specified	Guan et al. (2018)
6	Childhood development theories	Ali et al. (2018)
7	Expectancy theory, incentive theory, economic exchange theory, and social exchange theory	Al Dari et al. (2018)
8	Technology acceptance theory	Srivastava & Joshi (2018)
9	Theory of reasoned action	J. B. Singh et al. (2018)
10	Social exchange theory	Park & Gabbard (2018)
11	Not specified	Le & Lei (2018a)
12	Not specified	Al Kaabi et al. (2018)
13	Social capital theory, social dilemma theory, social exchange theory, and social cognitive theory	Sadegh et al. (2018)
14	Not specified	Jalal & Toulson (2018)
15	Goal setting theory	Wulandari et al. (2018)
16	Social influence theory, and information management theory	Hwang et al. (2018)
17	Theory of work meaningfulness	Zhang et al. (2018)
18	Theory of planned behaviour, and social exchange theory	Dey & Mukhopadhyay (2018)
19	Social determination theory	Sedighi et al. (2018)
20	Not specified	C. Wang & Chang (2018)
21	Social exchange theory	Clauss et al. (2018)
22	Not specified	Javaid et al. (2018)
23	Theory of reasoned action	Raza et al. (2018)

24	Not specified	Ardyan et al. (2018)
25	Not specified	Le & Lei (2018b)
26	Dynamic capability theory	Z. Wang & Kwek (2018)
27	Social cognitive theory	Shariq et al. (2019)
28	Social cognitive theory, and social capital theory	Fait et al. (2019)
29	Social exchange theory, psychological contract theory, and leader member exchange theory	Choi et al. (2019)
30	Theory of planned behaviour	Probodha & Vasanthapriyan (2019)
31	Not specified	Le & Lei (2019)
32	Social exchange theory	Ganguly et al. (2019)
33	Social learning theory	Lu et al. (2019)
34	Social theory	Karasneh & Al-zoubi (2019)
35	Social capital theory	Ouakouak & Ouedraogo (2019)
36	Social network theory, and the homophily theory	Rafique et al. (2019)
37	Theory of planned behaviour, and social identity theory	Kim et al. (2019)
38	Utilitarianism	Khorakian et al. (2019)
39	Not specified	Lee et al. (2019)
40	Empowerment theory	W. T. Wang, Wang, & Chang (2019)
41	Theory of planned behaviour	Abdelwhab et al. (2019)
42	Not specified	Vafaei-zadeh et al. (2019)
43	Social exchange theory, self-determination theory, and motivation theory	Nguyen et al. (2019)
44	Social identity theory, and motivation theory	Kumi & Sabherwal (2019)
45	Social cognitive theory, and theory of planned behaviour	Priyadarshi & Premchandran (2019)
46	Leadership theory	Liu et al. (2019)
47	Motivation theory	(Nguyen et al., 2019)
48	Theory of planned behaviour, and social capital theory	Ashraf et al. (2019)
49	Organisational support theory, and learning theory	Han et al. (2019)
50	Social exchange theory, and social capital theory	Lasode & Ogunsola (2019)
51	Social cognitive theory	Phung et al. (2019)

52	Theory of planned behaviour	Jamshed & Majeed (2019)
53	Institutional theory, and motivation theory	Abu-shanab & Subaih (2019)
54	Resource-based view, and knowledge-based view	S. K. Singh et al. (2019)
55	Possession theory, and practice theory	Al-husseini et al. (2019)
56	Social exchange theory	Yadav et al. (2019)
57	Transformational leadership theory, and team learning theory	Yin et al. (2019)
58	Not specified	Porkodi et al. (2019)

The results of a review of the theories used by researchers in 58 relevant articles found that there were 31 theories mentioned. There were seven theories used in two or more studies. The theories and frequency of their use in research can be seen in Figure 3.

Figure 3. Theory and frequency of its use in research



The theory most often used by researchers is the social exchange theory. The social cognitive theory, and social capital theory were each used in five types of research. The social learning theory was used in three types of research, and the three theories of self-determination theory, reasoned action theory, and motivation theory were each used in two types of research.

Discussion

The results of previous studies indicate that several organisational factors are identified as the most often tested factors through quantitative research, with the results that there are positive and significant things created by these factors upon knowledge sharing. Two of the most frequently studied are transformational leadership, and organisational culture. In regard to

transformational leadership, this variable has been empirically proven to have a positive and significant effect on knowledge sharing (Coun et al., 2018; Le & Lei, 2019; Hassan & Din, 2019; Al-Husseini, El Beltagi, & Moizer, 2019; Yadav, Choudhary, & Jain, 2019). This finding is in line with the results of previous studies (Masa'deh, Obeidat, & Tarhini, 2016; Yuting Xiao, Xi Zhang, & Pablos, 2017). In terms of organisational culture, the results of the previous studies indicate that there is a positive and significant influence of organisational culture on knowledge sharing (Abu-shanab & Subaih, 2019; Probodha & Vasanthapriyan, 2019; Abdelwhab et al., 2019; Karasneh & Al-zoubi, 2019). Organisational culture directs the mindset and action patterns of members of the organisation. This also applies to knowledge sharing. Moreover, organisational culture creates certain social contexts that control and determine the process of sharing knowledge (Ipe, 2003). These results also confirm the findings of previous research (Al-Adaileh & Al -Atawi, 2011; Tan, 2015). Thus, the transformational leadership factor, and organisational culture require serious attention when an organisation wants to develop and foster the sharing of knowledge in organisational life.

There were 31 theories used in 58 relevant articles. The most frequently used theory is the social exchange theory (Coun et al., 2018; Choi et al., 2019; Ganguly et al., 2019; Al Dari et al., 2018; Park & Gabbard, 2018; Dey & Mukhopadhyay, 2018; Sadegh et al., 2018; Nguyen et al., 2019; Lasode & Ogunsola, 2019; Clauss et al., 2018; Yadav et al., 2019). The other most often used theories in the research about knowledge sharing were the social cognitive theory (Fait et al., 2019; Sadegh et al., 2018; Shariq et al., 2019; Priyadarshi & Premchandran, 2019; Phung et al., 2019), and social capital theory (Fait et al., 2019; Ouakouak & Ouedraogo, 2019; Sadegh et al., 2018; Ashraf et al., 2019; Lasode & Ogunsola, 2019). The existence of a mutual benefit is one of the factors that drives the process of sharing knowledge. Factors, such as expectation (Fait et al., 2019), expected reciprocity (Probodha & Vasanthapriyan, 2019), rewards (Al Dari et al., 2018; Abdelwhab et al., 2019), reciprocal relationships (Abdelwhab et al., 2019), reciprocal benefit (Park & Gabbard, 2018), motivation (Kumi & Sabherwal, 2019; Abdelwhab et al., 2019; Nguyen, Nham, Froese, & Malik, 2019; Yin, Ma, Yu, Jia, & Liao, 2019; Raza et al., 2018; Probodha & Vasanthapriyan, 2019), and self-efficacy (Singh, Chandwani, & Kumar, 2018; Nguyen et al., 2019; Sedighi et al., 2018; Phung, Hawryszkiewicz, Chandran, & Ha, 2019; Srivastava & Joshi, 2018; Kim, Lee, & Oh, 2019), among other factors, have an influence on the behaviour, and the knowledge sharing success. That is why the effort to develop and grow the knowledge sharing spirit can be achieved by applying the social exchange theory, the social cognitive theory, and the social capital theory.

Limitations

This paper has several limitations because the review is limited to the study on knowledge sharing, which uses the quantitative approach and was published during the period of 2018–



2019. The result will be richer if the review by using the qualitative approach is also done and published a few years before until 2020 which is running. Besides that, this study was also completed by using a literature review approach. The effect of the various individual, organisational, and technological factors on knowledge sharing which were tested and examined in only one study, require further testing through research in another context. Therefore, the influence of all these factors on knowledge sharing is the recommendation of this paper for future research.

Conclusion

The predictor factor of knowledge sharing consists of 26 organisational factors, 40 individual factors, and four technological factors. The most frequently researched factors (researched in three or more studies) were organisational culture, transformational leadership, ethical leadership, management support, trust, motivation, self-efficacy, enjoyment in helping others, and affective commitment. Meanwhile, the number of theories used in the research concerning the field of knowledge sharing was 37 theories. The most frequently used theories (used in five or more researches) were the social exchange theory, the social cognitive theory, and the social capital theory.

The results of this study enrich the theory of knowledge sharing, as an important part of knowledge management. It provides a comprehensive understanding of the various factors that influence knowledge sharing, and the various theories that can be used as perspectives in research. This information is highly useful for leaders who are committed to building a culture of knowledge sharing, and also for researchers in the future, who want to identify the theory and predictor variable to knowledge sharing.

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