

Impact of Organizational Culture on Knowledge Sharing Behavior

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Abstract—Knowledge is one of the important sources in an organization. Therefore, knowledge management is needed so that knowledge can be utilized effectively and efficiently. One dimension of knowledge management is knowledge sharing behaviour. This is influenced by many factors. One of them is organizational culture. Unfortunately, the literature that comprehensively reviews the influence of organizational culture on knowledge sharing behaviour has not been widely found. This study aims to fill that gap. This research was conducted using a meta-synthesis method with a meta-aggregation approach. The literature reviewed was limited to Scopus indexed articles written in English and published in 2011-2020. The literature reviewed is only articles containing quantitative research results. The articles are searched using search engines. The results of the study show that organizational culture affects knowledge sharing both directly and through 8 mediating variables, namely formal knowledge governance mechanisms, job autonomy, job satisfaction, knowledge-sharing opportunity, organizational commitment, sense of well-being, subjective norms, and trust. The direction (positive or negative) and the level of significance of the influence of organizational culture on knowledge sharing depend on the type of organizational culture. The development of knowledge sharing behaviour can be done by creating a culture conducive to sharing knowledge or by strengthening the influence of organizational culture through mediating variables. The results of this study enrich the theory of organizational culture and knowledge management and assist policymakers in providing interventions to develop knowledge sharing behaviour.

Keywords—organizational culture, knowledge sharing, knowledge management

I. INTRODUCTION

Knowledge is one of the organizational resources. Therefore, in any organization, knowledge management is something that needs serious attention so that it can be carried out effectively and efficiently. One of the dimensions of knowledge management is knowledge sharing. The knowledge sharing behaviour between members and departments in an organization has enormous benefits. The results showed that knowledge sharing can increase productivity [1]; job-satisfaction [2]; creativity [3]; innovation capability [4]; etc.

Many factors influence knowledge sharing behaviour. The results of a literature review of 58 articles on knowledge sharing show that many factors influence knowledge sharing. Some of these are predictors that are often studied. These predictor factors include organizational culture in addition to other factors such as transformational leadership, ethical leadership, management support, trust, motivation, self-efficacy, enjoyment in helping others, and affective commitment [5]. Unfortunately, so far, there has been no comprehensive literature review on the influence of organizational culture on sharing behaviour. This study intends to review the literature on this topic from Scopus indexed articles published in the last 10 years. This study aims to provide a comprehensive overview of the influence of organizational culture on knowledge sharing behaviour, either directly or through mediating variables.

II. LITERATURE REVIEW

A. Organizational Culture

Every organization has a personality like humans. Organizational personality is the culture [6]. It can be characterized as very rigid or flexible, friendly or supportive, innovative, or conservative. This kind of personality is included in a meaning system that is shared by its members and guides their behaviour in organizational life. This system of meaning is the characteristic that differentiates an organization from other organizations [7]. It includes a set of values, principles, traditions, and ways of working that influence the behaviour of organizational members [8]. Based on a number of these characteristics, organizational culture can be divided into several types as can be seen in table below.

TABLE I. TYPES OF ORGANIZATION

No	Type of Organizational Culture	References
1	Bureaucratic, supportive, innovative culture	[9,10]
2	group, development, rational and hierarchical culture	[11,12]
3	Involvement, consistency, adaptability, and mission culture	[13]
4	Innovative, competitive, bureaucratic and community culture	[14]
5	achievement, humanistic, and adaptive culture	[15]
6	Clan, adhocracy, market and hierarchy culture	[16-21]

The Table 1 shows that there are many types of organizations. Each type shows the dominant characteristics which are the core values of the organization. Several types of culture can exist simultaneously in an organization. However, one another differs in the level of dominance.

B. Knowledge Sharing Behaviour

Knowledge sharing is part of knowledge management. It is one of the main activities in knowledge management [22]. This behaviour is important to grow in an organization to ensure that every important information is conveyed to the right people and quickly [23]. Therefore, in an organization, the process of transferring knowledge between individuals, groups, and individuals with groups must be carried out [24]. In this process, there is an exchange of knowledge, both tacit and explicit knowledge [25]. Tacit knowledge contains subjective, intuitive insights, and is rooted in behaviour and experience [26]. While explicit knowledge is the knowledge that can be codified formally and systematically [23,27]. It can be shared and stored in verbal, textual, visual, or numeric form.

Knowledge sharing is an activity that requires appropriate mechanisms and media to make it run efficiently and effectively. One well-known mechanism is the "SECI Process of Knowledge Spiral" [26,28]. SECI process is an acronym for Socialization, Externalization, Combination, Internalization. Meanwhile, Yi developed 4 dimensions of knowledge sharing based on the views of Bartol and Srivastava [29,30]. The four dimensions are written contributions, organizational communications, personal interactions, and communities of practice. In this way, tacit knowledge can turn into explicit knowledge and vice versa. Moreover, knowledge can be made available to the right people and quickly.

Based on the description above, it can be concluded that knowledge sharing is the activity of distributing and communicating knowledge both orally and in writing to other parties. These activities can occur between individuals, work units or departments as well as with the general public. The type of knowledge that is shared and communicated can be both tacit and explicit. Knowledge sharing activities can be carried out by means of socialization, externalization, combination, internalization mechanisms.

III. RESEARCH METHODS

This research was conducted using a meta-synthesis method with a meta-aggregation approach [31]. By using this method, the researcher wants to synthesize the results of previous studies qualitatively [32]. The research was carried out in accordance with the following stages [33]: (1) formulating the review question, (2) conducting a systematic literature search, (3) screening and selecting appropriate research articles, (4) analysing and synthesizing qualitative, (5) maintaining quality control, and (6) presenting findings.

The review questions that were explored for answers through this research have been formulated in the introduction section, namely how a comprehensive conceptual model of the influence of organizational culture on knowledge sharing behaviour. Researchers explore answers to review questions in articles that contain previous research on this topic. Researchers use SEforRA to find relevant articles. Researchers explore answers to review questions in articles that contain previous research on this topic. Researchers used the Engine for Research Articles - SEforRA [34] to search for relevant articles.

Article searches were carried out using the keywords "organizational learning" and "knowledge sharing". Searches were limited to Scopus indexed articles 4th quarter (Q4) - 1st quarter (Q1) published in English in 2001-2020. Furthermore, researchers screen and select using the following criteria: 1) there is the phrase "organizational behaviour" and "knowledge sharing" in the title or both phrases include the article's keywords; 2) the approach used in data analysis is quantitative; (3) there is a statistical test of the effect of organizational behaviour on knowledge sharing, both directly and through mediating variables. The articles matching the criteria were analysed and synthesized. This stage is carried out to find the results of previous research and summarize them qualitatively in order to obtain a more comprehensive conceptual model. Quality control of the analysis and synthesis processes is carried out using reputable references.

IV. RESULTS AND DISCUSSION

A. Article Search Results with SEforRA

With the SEforRA search engine, researchers search for articles with the keyword "organizational culture". The search results can be seen in Figure 1.

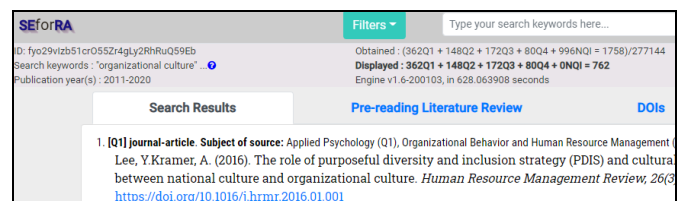


Fig. 1. Scopus indexed article data on organizational culture.

Figure 1 shows that the Scopus indexed articles about organizational culture are as many as 762 articles. The articles

consist of 362 Q1, 148 Q2, 172 Q3 and 80 Q4. Meanwhile, a search using the keyword "knowledge sharing" is shown in Figure 2.

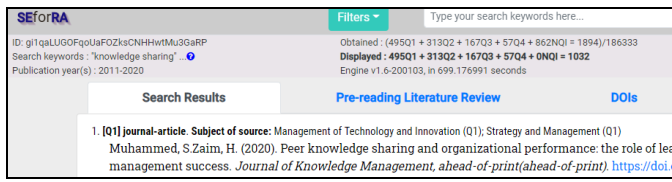


Fig. 2. Scopus indexed article data on knowledge sharing.

Figure 2 shows that the Scopus indexed articles about "knowledge sharing" are as many as 1032 articles. The Scopus indexed articles are as follows 495 Q1, 3113 Q2, 167 Q3 and 57 Q4. The search results can be more than those found if the search with the same engine or other search engines is continued. However, due to limited time to search and review it, researchers did not continue the search process.

B. The Results of the Screening and Selecting of Articles

Articles that were found were screened and selected using the criteria described in the research methods section. The results of screening and selecting can be seen in Figure 3.

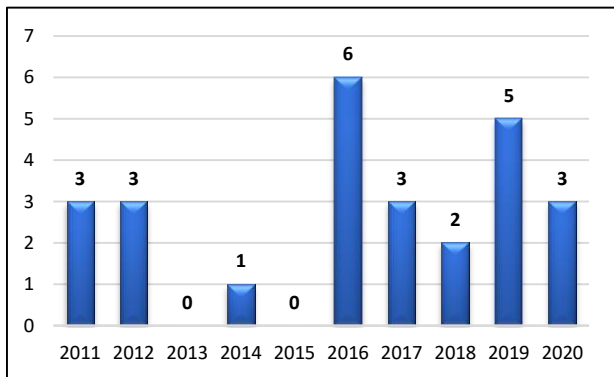


Fig. 3. Articles data based on the year of publication.

Figure 3 shows that in 2013 and 2015, there were no articles relevant to this study (none of the articles matched the selection criteria for articles reviewed). This topic has been discussed more heavily in the last 5 years. This is in parallel with the increasing awareness of the importance of sharing knowledge so that knowledge which is important for organizational development is always available to the right people and quickly.

C. Analysis and Synthesis (Discussion)

The results of a review of 26 relevant articles indicate that several important matters are discussed in more depth. In the 26 articles reviewed in this study, 13 studies measured the direct influence of organizational culture on knowledge sharing [35-48]. All these studies show the same results, namely that organizational culture has a positive and significant effect on knowledge sharing behaviour. This means that a conducive

organizational culture can foster and develop knowledge-sharing behaviour both among individuals and between work units within an organization. Leaders and policymakers who are committed to developing subordinate behaviour must be able to build an organizational culture that supports the development of such behaviour among organizational members.

A culture that is conducive to the development of knowledge-sharing behaviour is indicated in several studies examining the influence of certain types of culture on knowledge sharing. Some researchers refer to Cameron & Quinn's [16] views on organizational types. They measure the influence of clan culture, adhocracy, market, and hierarchy on knowledge sharing [17-21]. Their results showed that clan culture had a positive and significant effect on knowledge sharing [17-19,21]. All of these studies, although carried out in different contexts, have the same results. Therefore, clan culture is the most conducive culture and supports knowledge sharing behaviour. Meanwhile, research on the influence of other cultures on knowledge sharing shows different results. Adhocratic culture has a positive effect on knowledge sharing [19]. The results of other studies show the opposite results [17,21]. The results of Uppiah & Sandhu's research show that market culture has no effect on knowledge sharing. While other studies have shown a positive and significant influence on market culture on knowledge sharing [19,21]. Inconsistent research results also occur in research on the influence of hierarchical culture on knowledge sharing. There are research results that show a significant influence of hierarchical culture on knowledge sharing [12,19,20]. The opposite results are shown in other studies [17,18,21]. This means that the culture of adhocracy, market, and hierarchy can affect knowledge sharing if other supporting conditions are fulfilled.

Other types of culture that affect knowledge sharing are bureaucratic, supportive and innovative [10], trust, communication, leadership [49], collaborative [50], relation orientation [51], collectivistic and high uncertainty avoidance [52]. Empirically and statistically, all types of organizational culture are proven to have a positive and significant effect on knowledge sharing. Leaders and policymakers can develop knowledge sharing behaviour of members by building a bureaucratic, supportive, innovative, trust, communication, collaborative, relation orientation, collectivistic, and high uncertainty avoidance culture. It is increasingly clear that the influence of organizational culture on knowledge sharing behaviour depends on the type of organization.

The influence of organizational culture on knowledge sharing can be strengthened by mediating variables. Several studies have shown an indirect effect of organizational culture on knowledge sharing through mediating variables, namely subjective norms [35], sense of well-being [10], trust [5], job autonomy [51], formal knowledge governance mechanism, knowledge-sharing opportunity [20], organizational commitment [43]; and job satisfaction [52]. Therefore, anyone who is committed to developing knowledge-sharing behaviour among organizational members, they must pay attention to

subjective norms, sense of well-being, trust, formal knowledge governance mechanisms, knowledge-sharing opportunities, organizational commitment and job satisfaction of employees.

Based on all the research results that have been described, the conceptual model of the influence of organizational culture on knowledge sharing behaviour can be described as can be seen in Figure 4.



Fig. 4. Conceptual model of the impact of organizational culture on knowledge sharing behaviour.

The figure above shows that the development of knowledge sharing behaviour can be done either directly or indirectly. Direct influence can be done by building a conducive culture such as clan culture, innovative, supportive, collaborative, and others. Meanwhile, indirect influence can be exerted through strengthening organizational culture towards subjective norms, sense of well-being, trust, formal knowledge governance mechanisms, knowledge-sharing opportunities, organizational commitment, and job satisfaction of employees.

V. CONCLUSION

Organizational culture affects knowledge sharing both directly and indirectly. The organizational culture that is conducive to developing an organizational culture is clan, bureaucratic, supportive, innovative, trust, communication, collaborative, relation orientation, collectivistic, and high uncertainty avoidance culture. Organizational culture also indirectly influences knowledge sharing behaviour. This influence can be exerted by strengthening the influence of organizational culture on the mediating variables, namely subjective norms, sense of well-being, trust, formal knowledge governance mechanisms, knowledge-sharing opportunities, organizational commitment, and job satisfaction of employees. So, the development of knowledge sharing behaviour can be done by creating a culture that is conducive to sharing knowledge or by strengthening the influence of organizational culture through mediating variables.

The results of this study contribute to adding to the theoretical repertoire of organizational culture and knowledge management. More than that, the results of this study provide meaningful input for leaders and policymakers in any organization that are committed to fostering a culture of knowledge sharing. However, this study has limitations. The number of articles reviewed was only 26 articles indexed by Scopus. The result will certainly be much more enriching the theory of organizational culture and management knowledge if

the scope of the object of study is wider. This can be done in future research.

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