



Effects of Organizational Factors on Knowledge Sharing: A Systematic Review of Empirical Studies

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Abstract

In organizations, knowledge sharing is a major source of innovation, performance, success, and goal achievement. This review-based study aims to extract the determinants of knowledge sharing from previously conducted studies. It also explores the organizational factors that have been most emphasized in studies on knowledge sharing. Following inclusion and exclusion criteria, fifty-four studies were selected for review and analysis to achieve the study objectives. Organizational culture, organizational support, organizational commitment, and organizational rewards are identified as highly important factors, while relationships, organizational justice, organizational trust, organizational leadership, and organizational climate are found to be very important factors. Additionally, some organizational factors are identified as quite important, somewhat important, and less important or ignored factors in the realm of knowledge sharing. Iran emerges as a productive country for producing research on knowledge sharing, with staff members/employees being a prolific population, and academia being a prolific discipline/site. This study will provide guidance to researchers on lesser-explored or ignored organizational variables to consider in their research on knowledge sharing.

Keywords: Knowledge sharing, organizational factors, predictors, literature review.

Introduction

Human beings have always been in search of authentic information or knowledge to cater their social, economic, cultural and developmental needs for the settlement of their ambiguities as well as to become proficient. In every era, available knowledge leads towards



solutions of problems and provide best opportunities for the development in any field. Authentic knowledge and its sharing guided the world to reach this current technological and innovative realm. Knowledge sharing (KS) is important for establishing linkages between longing and goals while in organizations and it is considered as marvelous phenomenon especially academic institutions are the hub where new knowledge is created and disseminated. Much research studies enlightened its importance and benefits where ascendancy of sharing knowledge brings efficiency, precision and professionalism (Alavi & Leidner, 2001; Alvesson, 2000). Therefore, much attention is being paid towards knowledge sharing within and among organizations for sake of achieving their settled goals. According to Harder (2008) knowledge sharing is “the voluntary and social process of transferring, absorbing and reusing existing knowledge in order to serve an organizational end” (p. 5). Knowledge sharing can be concluded as the explicit and tacit knowledge that are about tangible and intangible entities (Al-Hawamdeh, 2003). The culture of KS in organizations leads towards better organizational achievements. Therefore, it is important for organizations to promote knowledge sharing for the achievement of their sustainable competitive advantages. For this purpose, organization must be aware of with the influencing factors of knowledge sharing to support its expansion.

Many researchers studied various factors with KS viz. organizational culture and organizational commitment (Giri et al., 2016; Pham et al., 2015); tacit knowledge and decision making (Tara & Ahmad) organizational support, co-worker collegiality (Lu et al., 2006); reward system, social interaction, workgroup support, information technology organizational (Mahmoud et al., 2014); KM Models in academic libraries (2022; Rafi et al., 2020); structure, information system, people, reward system, leadership and process (Oktaviani & Sembiring, 2016); leadership, collaborative culture and trust (Shing & Xiaodie, 2017); KM factors and digital resources (2023); institutional norms (Wang et al., 2014); knowledge management and job satisfaction (Husna & Ahmad) which can affect knowledge sharing positively or negatively or have correlation with it. Amongst these influential factors, organizational factors are those factors which are considered in organizational control. Ali and Hameed (2020) prescribed that organizational factors should not be neglected because they encourage knowledge sharing. Therefore, it is imperative to identify such factors which have relationship with knowledge sharing provides improvisation to this phenomenon. Once, the significant factors are disclosed, the organizations will be in a better position to promote those factors can which enhance knowledge sharing while it will also help to combat those factors which cause reduction in



knowledge sharing. Through promotion and supporting those factors which have correlation or positive effect on knowledge sharing, organizations can enhance knowledge sharing to achieve their hankerings.

Sharing of knowledge is considered as the basic means through which staff or employees in any organization can contribute towards knowledge application and achieve organizational goals (Jackson et al., 2006; Wang & Noe, 2010). KS has capacity to reduce cost of production, boos-up the development projects, enhance team performance and capabilities as well as to generate revenue (Arthur & Huntley, 2005; Collins & Smith, 2006; Cummings, 2004; Hansen, 2002; Lin, 2007; Mesmer-Magnus & DeChurch, 2009). Knowledge management, acquisition and creation improve organizational effectives and efficiency (Husna & Ahmad, 2022). Numerous studies explored identical topics by adopting diversified methods (bibliometrics, reviews, SLR etc.) to expose prolific areas, countries, authors etc. such as Ahmad et al., 2018; 2019; 2020; Aslam et al., 2022; Tara et al., 2022).

As KS plays a pivotal role in any organization to achieve their goals while neglecting knowledge sharing causes failure. Hence, it is pertinent to explore such variable which had been studied under the umbrella of organizational factors as predictors. This systematic review explore the influencing organizational factors as well as will guide to the researchers who are intended to carry out research in the area of KS in choosing research topics, identify the gap and define the nature of variables already studied with knowledge sharing as predictor or independent variables. Results of this review will guide researchers to plan their studies with neglected organizational factors to explore knowledge sharing as well as it will provide insight to the researchers to bridge the literature gap by studying the new or less explored factors. While, organizations and academic institutions will be able to take guidance from the results of this study to promote KS. A few systematic reviewed based studies had been conducted by (Abdullah & Sulaiman, 2016; Alavi & Leidner, 2001; Al-Kurdi et al., 2018; Argote, 1999; Argote et al., 2003, 2003; Hernández-Soto et al., 2021; Sari & Othman, 2018; Wang & Noe, 2010) but no systematic review had been conducted to address the following objectives.

Objectives

This study strives to achieve the following objectives.

1. In existing literature, to explore areas of emphasis in knowledge sharing studies with relation to organizational factors.
2. To explore the prolific countries emphasized to conduct research in the area of KS.



3. To explore the prolific population selected for doing research in the area of KS.
4. To explore the mostly selected disciplines/ fields/ sites to choose the population for studying knowledge sharing with organizational factors.

Research Method

This study follows systematic literature review by following narrative method of research rather meta-analysis for extraction of results. Systematic review contributes to a specific area or field to constitute the reliable and evidence-based verdict by synthesizing the already conducted researches (Jesson et al., 2011). A systematic review restricts the researchers to follow a systematic and specified method of selecting literature for review which has comprehensive characteristics (Ali & Miller, 2017). It also supports the selection of sources for literature search as well as restricts to follow defined inclusion and exclusion criteria to select studies for review. The specification of systematic review guides researchers to carry out the study by following already defined criteria and to present results on the basis of already carried out studies. The PRISMA flow diagram was developed to represent the literature search and various stages are mentioned in the diagram to reach the targeted number of studies to be reviewed in this research.

Databases considered for literature search

To search the relevant studies, following databases were selected due to their extensive literature coverage and availability of access in the country. Taylor & Francis Journals, LISTA (Library, Information Science and Technology) using Ebscohost platform, Springerlink, Informa, Wiley Blackwell Journals and Google Scholar were explored in the month of March, 2022 for articles' selection.

Search strategy

To find out the relevant studies to the objectives, a systematic search strategy was devised using 'Advanced search technique'. A combination of keywords and title search were followed to locate the studies from the sources. More than one search queries were devised to obtain maximum results related to the objectives. Following are the search queries used for literature search; "Organizational factors AND knowledge sharing", "Institutional factors AND knowledge sharing", "Relation/ relationship organizational/ institutional knowledge sharing" and "Effect/ affect/ influence organizational/ institutional AND knowledge sharing".



Inclusion and exclusion criteria

This study strives to explore the relationship effects of organizational factors on knowledge sharing therefore only those studies are included in the review which used inferential statistics to determine the relationship or effect of the organizational variables on KS. Further, Quantitative research papers available in full text and based on empirical research were included to review. The literature search was not limited with the specified years (timeframe). Research papers published with English language in any type of journal or presented in conferences were considered to include in this study. However, the papers other than English language, books, book chapters, thesis/ dissertations and reviews were not included in the study. Moreover, the studies representing association between organizational factors and KS behaviour were considered to select while those studies which focused on KS intentions, KS attitude, KS practices, performance and KS willingness were not included.

Selection of Final Studies for Review

Following is the representation of the criteria (Figure. 1) followed to reach the final studies selected for the systematic review. There were 1048 results reflected in response of searches which were screened in accordance to selection criteria. For duplication checking all the downloaded studies were arranged by title and deleted the duplicates. Screening was conducted at multiple stages and finally 54 studies were included to review. A data and extraction collection table was developed to extract the relevant information from each study including authors' names with year of publication, title, population, organizational factors and type of relationship or effect.

Studies Quality Assessment Criteria

Before final selection and to synthesize results, quality assessment criteria were adopted to ensure the relevancy of the articles with the objectives of the study.

- 1- Clearly defined relationship or effect of organizational factors on knowledge sharing using Pearson/ Spearman correlation or Regression analysis.
- 2- Availability of *P-value* to representing the significance level.

3- Value of Coefficient for observing the direction of influence (+ve & -ve).

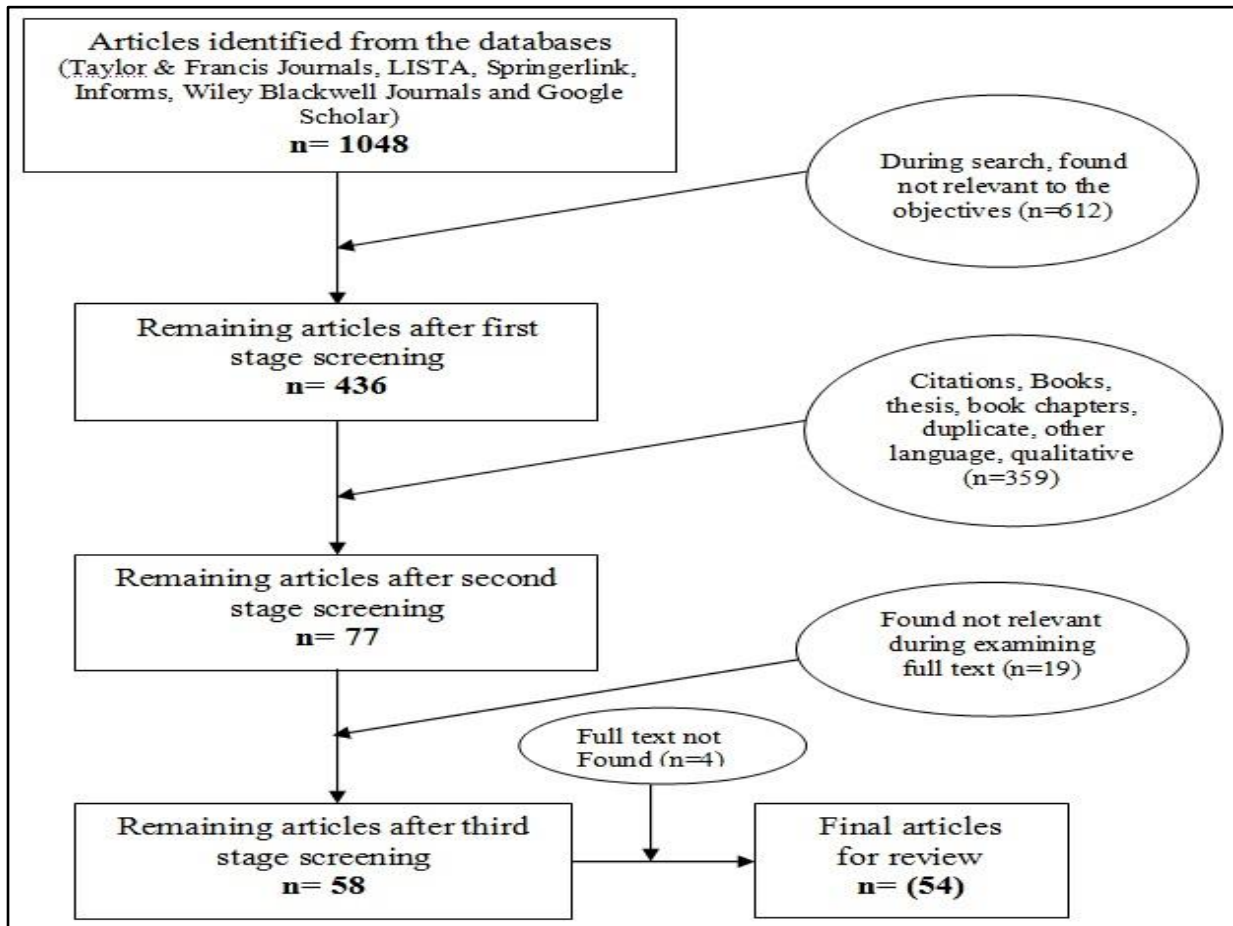


Figure-1: PRISMA flow diagram

Matrix of the Included Studies

The following table 1 represents the studies indicating the relationship or effects of different organizational factors on knowledge sharing which were identified through an extensive literature search and meet the inclusion exclusion criteria. There are total 54 studies selected which show the association of organizational factors and KS. it is pertinent to mention that in this study the effect and relationship are dealt in identical meanings. The results are formulated to achieve the objectives of the study. This study was conducted from January 2022 to March 2022.

Table-1: Studies indicating effect or relationship of different OFs with KS.

Sr.	Author(s)	Year	Population	Organizational Factors (OFs) as independent variables	Type of Effect on KS
1	Arabshahi et al.	2013	University Faculty members of Iran	1- Organizational intelligence (<i>strategic vision, common outcome, desire for change, knowledge application, performance pressure</i>)	1- Positive significant impact
2	Chen et al.	2014	Managers in major industrial parks in Taiwan	Inter-organizational trust	Positive significant impact
3	Shing and Xiaodie	2017	Workers of PSUPs, Hong Kong	OFs (<i>i- Leadership, ii- Collaborative culture, iii- Trust</i>)	(<i>i, ii, iii all have Positive significant impact</i>)
4	Rohman et al.	2020	Staff and researchers at C-Tech lab Edward technology cancer research center in Indonesia	OFs (<i>i- Management support, ii- incentives/ rewards, iii- leadership, iv- organizational culture</i>)	Positive significant impact
5	Lu et al.	2006	Part time MBA students and employees in China	1- Co-worker collegiality 2- Organizational support	1- NO SIGNIFICANT EFFECT ON KS 2- NO SIGNIFICANT EFFECT ON KS



6	Elaimi and Persaud	2014	Executives, managers, and employees in Saudi Arabian firms	Organizational factors (i- Perceived organizational culture ii- Management support)	<i>i & ii have Significant positive effect</i>
7	Othman et al.	2018	Hospital staff in Tanzania	Organizational climate	Positive significant impact
8	Erfan et al.	2020	Employees at medical and pharmacy school in Iran	Organizational climate (i- Structure, ii- responsibility, iii- reward, iv- risk taking, v- sincerity/ friendship, vi- support, vii- standard, viii- contact, ix- identity)	<i>(iii, vii, viii & ix have Significant positive effect WHILE I- II, IV, V & VI HAVE NO EFFECT)</i>
9	Li and Luo	2010	IT enterprises in China	Organizational climate (i- Friendly relation, ii- innovation, iii- fairness)	<i>(i, ii, & viii all have Significant positive effect</i>
10	Wang et al.	2014	Employees of high technology firms in Taiwan	Institutional norms	Positive significant impact
11	Hooff and Ridder	2004	Employees of technical and educational Dutch organizations, Netherlands	1- Organizational commitment 2- organizational communication	1- Positive significant influence 2- Positive significant influence
12	Sihombing	2020	Employees of 4- & 5-stars hotels in Indonesia	Organizational culture	Positive significant influence



13	Lin et al.	2018	Workers, employees and official staff of Vietnamese organizations, Vietnam	Organizational climate (i- <i>Perceived organizational Support</i> , ii- <i>perceived organizational empathy</i> , iii- <i>perceived organizational courage</i>)	Positive significant influence (i, ii & iii have Positive significant influence)
14	Moreno and Aldana	2016	Operational staff, middle managers & managers of organizations in Mexico	Informal institutions	Positive significant influence
15	Oktaviani and Sembiring	2016	Employees of Java distribution office Indonesia	Organizational culture (i- <i>organizational structure</i> , ii- <i>information system</i> , iii- <i>people</i> , iv- <i>reward system</i> , v- <i>leadership</i> , vi- <i>process</i>)	Positive significant influence (I, ii, iii & iv have Positive significant influence WHILE V & VI HAVE NO SIGNIFICANT EFFECT)
16	Wisnuharnowo et al.	2020	Administrators of NTB care application admin of west Nusa Tenggara, Indonesia	1- Organizational culture 2- Organizational Commitment	1- Positive significant influence 2- Positive significant influence
17	Park et al.	2015	Employees of central government organizations in Mongolia	Organizational social enablers (i- <i>Strategy</i> , leadership, iii- <i>rewards</i> , iv- <i>trust</i> , v- <i>personal networking</i>)	(ii, iii & iv have Positive significant influence WHILE I & V HAVE NO



					<i>SIGNIFICANT EFFECT)</i>
18	Akram et al.	2007	Employees of the telecommunication sector of China	Organizational justice (i- <i>Distributive justice</i> , ii- <i>procedural justice</i> , iii- <i>interactional justice</i> , iv- <i>temporal justice</i> , v- <i>spatial justice</i>)	<i>(I, ii, iii & iv have Positive significant effect WHILE V HAS SIGNIFICANT NEGATIVE EFFECT)</i>
19	David et al.	2018	Employees of M-19 shops in Indonesia	Organizational justice	Positive significant influence
20	Imamoglu et al.	2019	Employees of forms in Turkey	Organizational justice	Positive significant influence
21	Mahmoud et al.	2014	Academic staff of Universiti Teknologi in Malaysia	Organizational culture (i- <i>Workgroup support</i> , ii- <i>reward system</i> , iii- <i>social interaction</i> , iv- <i>information technology</i>)	<i>(i, iii & iv have Positive significant effect WHILE II HAS INSIGNIFICANT EFFECT)</i>
22	Dwi and Hermanto	2020	Lecturers of Bumigora university in Indonesia	Organizational culture	Positive significant effect
23	Giri et al. 2016	2016	Employees and supervisors in Indonesia	1- Organizational culture 2- Organizational commitment	1- NO SIGNIFICANT EFFECT 1- Positive significant effect



24	Hoshyar et al.	2017	Employees of Ferdowsi university Mashad in Iran	1- Organizational commitment 2- Organizational citizenship behavior	1- NO SIGNIFICANT EFFECT 1- Positive significant effect
25	Tri	2019	Government employees Municipality of Malang city in Indonesia	Organizational culture	Negative effect
26	Yang and Chen	2007	Students from EMBA (executive rank managers) and MBA (middle level managers) in Taiwan	Organizational capabilities (<i>i- Culture, ii- structure, iii- people, iv- technology</i>)	Positive significant impact (<i>I- HAS NO SIGNIFICANT CORRELATION while ii-, iii & iv have Positive significant impact</i>)
27	Ghasemi et al.	2014	Workers of national foundation of computer games (NFCG), Iran	1- Organizational culture 2- Organizational structure	1- Significant positive correlation 2- Significant positive correlation
28	Assari et al.	2016	Managers, Authorities and Experts from Rahbar service company, Iran	1- Organizational commitment (<i>i- Assimilation commitment, ii- Affiliation commitment, iii- Interactive commitment</i>)	1- Significant positive correlation (<i>I- Significant positive correlation, ii- Significant</i>)



					<i>positive correlation, iii- Significant positive correlation)</i>
29	Shahhosseini and Nadi	2015	Teachers of second intermediate period of Isfahan, Iran	1- Organizational trust 2- Organizational culture	1- Significant positive correlation 2- Significant positive correlation
30	Lin	2008	MIS student of Evening College in Taiwan	Organizational citizenship behavior (<i>i- Altruism, ii- Courtesy, iii- Conscientiousness, iv- Sportsmanship, v- Civic virtue</i>)	Significant positive correlation (<i>i, ii, iii, iv, v all have significant positive relation</i>)
31	Kalan et al.	2016	Teachers of high school in Ardabil, Iran	1- Organizational learning mechanism (<i>i- Learning environment, ii- Determining learning and development needs, iii- Providing learning and development needs, iv- Applying learning to workplace</i>)	1- Significant positive correlation (<i>i, ii, iii, iv all have Significant positive correlation</i>)
32	Lee and Yu	2011	Employees of high-tech companies in Northern Taiwan Science based paks	1- Organizational relationship style (<i>i- Relationship with organization, ii- Relationship with</i>	1- Significant positive correlation (<i>i, ii, iii all have Significant</i>



				<i>supervisor, iii- Relationship with colleagues)</i>	<i>positive correlation)</i>
33	Cheng and Fu	2012	Workers from top 1000 manufactory enterprises in Taiwan	Institutional orientation (<i>i- Relational benefits, ii- relational proclivity, iii- connectedness)</i>)	Significant positive relationship
34	Shateri and Hayat	2020	Nurses of public hospital in Shiraz Iran	1- Perceived organizational support 2- Organizational trust	1- Significant positive relationship 2- Significant positive relationship
35	Anvari et al.	2014	Employees from universities of medical sciences in Iran	Affective organizational commitment	Significant positive relationship
36	Adeyemi and Popoola	2020	Secondary healthcare providers in Nigeria	Organizational culture	Significant positive relationship
37	Rohim and Budhiasa	2019	Echelon Iib-IVb officials of regional apparatus organizations Indonesia	Remuneration as organizational reward	Significant positive relationship
38	Reyes and Zapata	2014	Participant from public and private HEIs in Colombia	Organizational Climate (<i>i- Direction style, ii- personal growth, iii- management model, iv- level of work, v- interpersonal relationship, vi-</i>	Significant positive relationship in Public sector while NO CORRELATION IN PRIVATE



				<i>organizational communication, vii- corporate image)</i>	SECTOR (i, ii, iii, iv, v, vi, vii all have Significant positive correlation)
39	Ahmed et al.	2020	University librarians in Pakistan	Organizational culture (i- Self-satisfaction, ii- leadership, iii- organizational support)	Significant positive correlation (i, ii, iii all have Significant positive correlation)
40	Castaneda and Rios	2013	Knowledge workers of public organization in Colombia	Perceived organizational support	Significant positive correlation
41	Chang et al.	2017	Workers of automobile industry in Taiwan	Organizational culture	Significant positive correlation
42	Ghassemzadeh et al.	2013	Healthcare professionals in Iran	1- Organizational commitment 2- organizational culture (i- Team oriented, ii- supportive culture)	1- Significant positive correlation 2- (i, ii all have Significant positive correlation)
43	Park et al.	2015	Employees in Central government organizations in Mongolia	Organizational factors (i- strategy, ii- leadership, iii- reward, iv- personal network, v- trust)	(ii, iii, & v have Significant positive correlation) while (I & IV HAVE NO SIGNIFICANT



					<i>POSITIVE CORRELATION)</i>
44	Mustika et al.	2020	Non-medical staff at Lavalette Malang Hospital in Indonesia	Perceived organizational support (<i>i- fairness, ii- supervisory support, iii- job condition and reward</i>)	NO SIGNIFICANT RELATIONSHIP
45	Mustika et al.	2020	Non-medical staff at Lavalette Malang Hospital in Indonesia	Perceived organizational support	Significant positive correlation
46	Ming et al.	2006	Members from industries in China	1- Organizational structure (<i>degree of flexibility</i>) 2- Managerial trustworthy behavior 3- Organizational culture (<i>i- Sociability, ii- solidarity</i>)	Significant positive correlation among all factors and KS
47	Salameh and Zamil	2020	Technical staffs at ICT organization in Jordan	Organizational structure	Significant positive correlation
48	Mohammed and Saaed	2021	Senior and middle management in Iraq	Organizational prosperity (<i>i- Creativity, ii- intellectual capital, iii- infrastructure</i>)	Significant positive correlation
49	Poursalimi et al.	2012	Workers of cement factory in Iran	Organizational culture	Significant positive correlation



50	Bahramzadeh and Khosroabadi	2012	University staff and professors in Iran	Organizational commitment (<i>i- Ethical commitment, ii- continuity, iii- normative</i>)	Significant positive correlation (<i>i- and iii- Significant positive correlation while II- HAVE NO RELATIONSHIP WITH KS</i>)
51	Jahanbakhshian et al.	2021	Staff of different organizations in Iran	Organizational commitment	Significant positive correlation
52	Al-Shammari and Musharraf	2014	Managers from petrochemical company in the Arabian Gulf, Bahrain	Organizational culture (<i>i- Trust, ii- communication between staff, iii- leadership, iv- reward system</i>)	<i>(i, ii, iii & iv all have Significant positive correlation)</i>
53	Erfan et al.	2013	Employees at medical and pharmacy school in Iran	Organizational climate (<i>i- Structure, ii- responsibility, iii- reward, iv- risk taking, v- sincerity/ friendship, vi- support, vii- standard, viii- contact, ix- identity</i>)	<i>(i, iii, iv, v, vi, vii, viii & ix have Significant positive correlation WHILE II HAVE NO CORRELATION)</i>
54	Pham et al.	2015	Academic and administrative staff in Vietnamese universities	Organizational culture	NO SIGNIFICANT ASSOCIATION

Note: Negative or No Significant effect or relationship is shown in ‘Capital Words’.



Note: Negative or No Significant relationships are shown in ‘Capital Words’.

Results

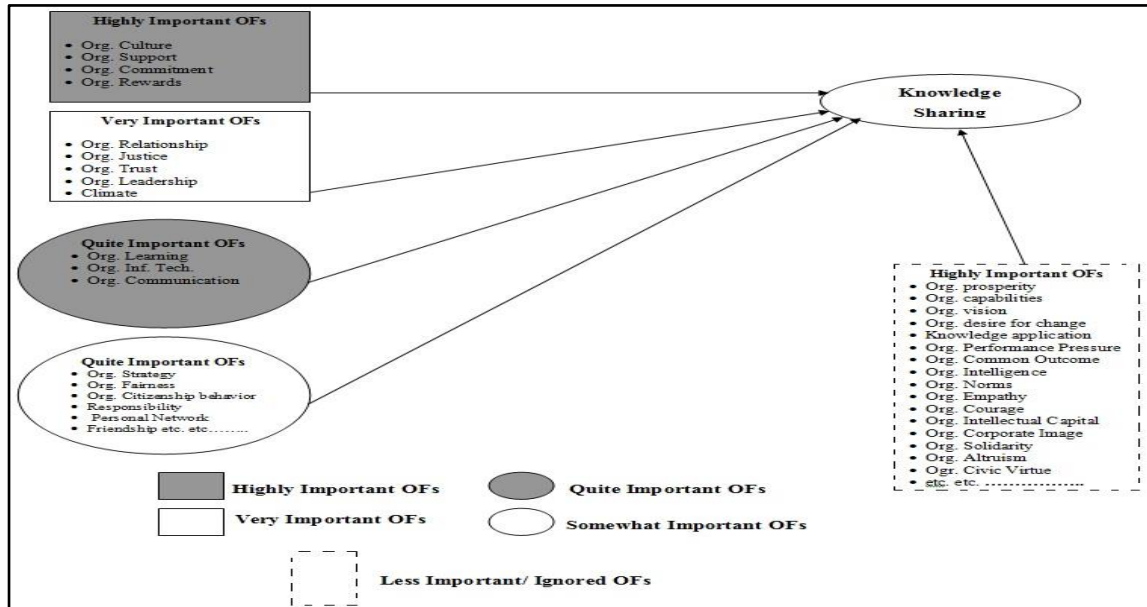
To extract the results of the study and to meet the objectives, data were synthesized from table 1. Effect or relationship of the independent variables (organizational factors) towards dependent variable (knowledge sharing) is actually showing the effectiveness and predicting role various organizational factors. Veldandi et al. (2022) presented ranking of organizational factors with respect to their importance ranging from ‘highly important’ to ‘less important’. In the following figure 2, extracted factors are ranked with respect to their frequencies.

The emerging factors are presented and ranked in accordance to the emphasis (important) given by the researchers. On the basis of the following representation, we can say that a few organizational factors are of much considerable by the researchers to explore knowledge sharing. The ‘highly important’ organizational factors (culture, support, commitment & rewards) had been chosen more than twelve times by the researchers to explore their effect on knowledge sharing. Whereas, ‘very important’ organizational factors (relationship, justice, trust, leadership & climate) are considered to select in knowledge sharing studies, six to ten times. Further, the ‘quite important’ organizational factors () are studied three to five times with knowledge sharing and ‘somewhat important’ organizational factors () are given emphasis by the researchers only two times. Comparably, the ‘less important or ignored’ organizational factors () are chosen one time only to see their role in knowledge sharing phenomenon. Factor wise nature of effect (positive or negative) is presented in detail in the table 2.

Figure-2: Important OFs on the basis of their Emphasis

Areas of Emphasis in KS with Relation to OFs

There are 56 variables extracted from the selected studies which are considered by the researchers to test them as organizational factors with knowledge sharing. To expose most frequently chosen variables as predictors of KS, the frequency analysis was carried out.



‘Organizational culture’ is exposed as the most emphasized factor that is studied (22 time) as predicting variable with KS. Amongst these 22 times, it has 18 times the significant positive relationship while 3 time did not have significant relationship and 1 time had negative relationship or effect on KS which means that 4 time the culture did not proved as predictor. While ‘Organizational support’ and ‘Commitment’ follows and exist at second number rank with 13 times emphasis. ‘Support’ had 10 times significant positive relationship with knowledge sharing whereas 4 time its relationship is not proved as significant while ‘Commitment’ has 12 times significant positive relationship with knowledge sharing and 1 time it did not proved as predictor of knowledge sharing. Further, ‘Rewards’ as organizational factors are exposed on third number with 12 times considered by the researchers to select for observing its relationship or effect on knowledge sharing. Amongst 12 times, 9 times ‘Rewards’ proved as successful predictor while 3 times not played the predicting role. On the fourth number, three organizational factors viz. ‘Relationship’, ‘Justice’ and ‘Trust’ are explored as prolific factors studied with knowledge sharing 8 times. The ‘Organizational relationship’ and ‘Trust’ always proved as successful predictors of knowledge sharing while ‘Justice’ 7 times proved as having no predicting effect. ‘Organizational leadership’ is ranked on number fifth which is tested 7 times with knowledge sharing. Six times it played positive



significant role while 1 time it had no significant effect on knowledge sharing. The rest of the predictors and their nature of effect or relationship with knowledge sharing is presented in table 2.

Table-2: Areas of Emphasis in knowledge sharing and their nature of effect

Sr	Prolific Organizational Factors	Frequency	Type of Effect OR Relationship	Sr	Prolific Organizational Factors	Type of Effect OR Relationship	Frequency
			18 Times Significant Effect/Relation and				
1	Culture	22	No Significant Effect/Relation While 1-time Negative Effect/Relation	29	Desire for change	Significant Effect/Relation	1
2	Support	13	10 Times Significant Effect/Relation While 4 Time No Significant Effect/Relation	30	Knowledge application	Significant Effect/Relation	1



3	Commitment	13	12 Times Significant Effect/ Relation While <i>1 Time No Significant Effect/ Relation</i>	31	Performance pressure	Significant Effect/ Relation	1
4	Rewards	12	9 Times Significant Effect/ Relation While <i>3 Time No Significant Effect/ Relation</i>	32	Common Outcome	Significant Effect/ Relation	1
5	Organizational relationship	8	8 Time Significant Effect/ Relation 7 Times Significant Effect/ Relation While <i>1 Time No Significant Effect/ Relation</i>	33	Organizational Intelligence	Significant Effect/ Relation	1
6	Justice	8	7 Times Significant Effect/ Relation While <i>1 Time No Significant Effect/ Relation</i>	34	Institutional Norms	Significant Effect/ Relation	1



7	Trust	8	8 Time Significant Effect/Relation	35	Perceived Organizational Empathy	Significant Effect/Relation	1
8	Leadership	7	6 Times Significant Effect/Relation	36	Perceived Organizational Courage	Significant Effect/Relation	1
9	Organizational climate	6	1 Time No Significant Effect/Relation	37	Intellectual Capital	Significant Effect/Relation	1
10	Learning	5	6 Time Significant Effect/Relation	38	Personal Growth	Significant Effect/Relation	1
11	Information Technology	4	5 Time Significant Effect/Relation	39	Management Model	Significant Effect/Relation	1
12	Communication	3	4 Time Significant Effect/Relation	40	Level of Work	Significant Effect/Relation	1
13	strategy	2	3 Time Significant Effect/Relation	41	Corporate Image	Significant Effect/Relation	1
			2 Time No Significant Effect/Relation				



			<i>Effect/ Relation</i>				
			1 Time				
			Significant				
			<i>Effect/ Relation</i>			Significant	
14	Fairness	2	While	42	Normative	<i>Effect/ Relation</i>	1
			1 Time No				
			Significant				
			<i>Effect/ Relation</i>				
			2 Time			No	
			Significant			Significant	
15	Citizenship Behavior	2	<i>Effect/ Relation</i>	43	Process	<i>Effect/ Relation</i>	1
			2 Time No				
			Significant			Significant	
			<i>Effect/ Relation</i>				
16	Responsibilit y	2	<i>Effect/ Relation</i>	44	Self- Satisfaction	<i>Effect/ Relation</i>	1
			2 Time No				
			Significant			Significant	
			<i>Effect/ Relation</i>				
17	Personal Network	2	<i>Effect/ Relation</i>	45	Degree of Flexibility	<i>Effect/ Relation</i>	1
			1 Time				
			Significant				
			<i>Effect/ Relation</i>				
			2 Time			Significant	
			Significant			Significant	
18	Sincerity/ Friendship	2	While	46	Solidarity	<i>Effect/ Relation</i>	1
			1 Time No				
			Significant				
			<i>Effect/ Relation</i>				



19	People	2	2 Time Significant Effect/ Relation	47	Altruism	Significant Effect/ Relation	1
20	Contact	2	3 Time Significant Effect/ Relation	48	Courtesy	Significant Effect/ Relation	1
21	Risk Taking	2	1 Time Significant Effect/ Relation	49	Conscientious ness	Significant Effect/ Relation	1
22	Standard	2	While <i>1 Time No Significant Effect/ Relation</i>	50	Sportsmanship	Significant Effect/ Relation	1
23	Identity	2	2 Time Significant Effect/ Relation	51	Civic virtue	Significant Effect/ Relation	1
24	Innovation	2	3 Time Significant Effect/ Relation	52	Organizational Social Enablers	<i>No Significant Effect/ Relation</i>	1

			<i>Effect/ Relation</i>			<i>Effect/ Relation</i>	
25	Informal institutions	1	Significant Effect/Relation	53	Creativity	Significant Effect/Relation	1
26	Organizational prosperity	1	Significant Effect/Relation	54	Co-worker Collegiality	No Significant Effect/Relation	1
27	Organizational capabilities	1	Significant Effect/Relation	55	Team Oriented	Significant Effect/Relation	1
28	Strategic vision	1	Significant Effect/Relation	56	Social Interaction	Significant Effect/Relation	1

Prolific Countries which Produced More Research in KS Area

To explore the prolific countries whose researchers produced more research in knowledge sharing are presented in the following table 3. Iran is the top most country with 14 studies while Indonesia follows with 11 studies. Taiwan exists at third number with 7 studies while China is at fourth position with 4 studied whereas Vietnam, Mongolia and Colombia are at fifth number whose researchers selected the knowledge sharing area to study with organizational factors. The rest of the countries are presented below in the figure3.

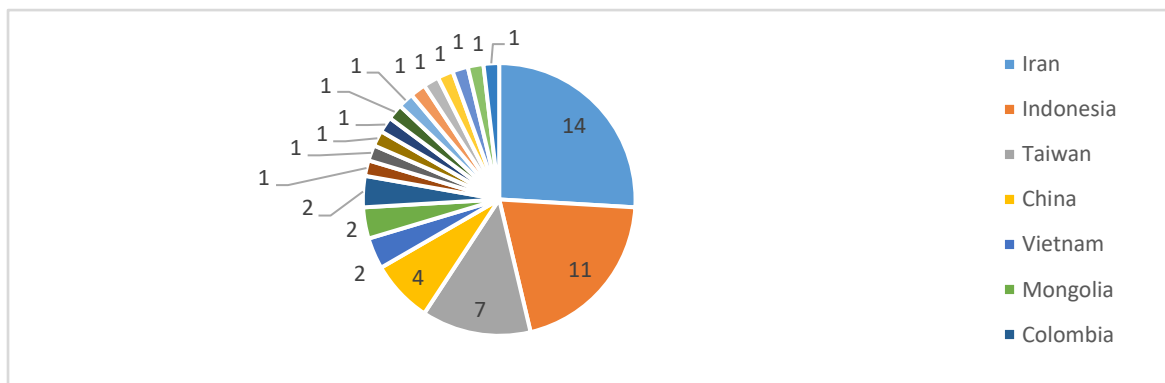


Figure-3: Prolific countries which produced research knowledge sharing

Prolific Population

To find out the mostly selected population by the researchers to study the knowledge sharing, it has been observed in this review that some studies contained two or three types of population. Study numbers which depict the population types are presented in the table 3. Staff worker or employees are mostly selected (36 time) as population while managers are chosen (8 times) and faculty members are considered (4 times) to study the knowledge sharing with organizational factors. The rest of the population considered in studies of knowledge sharing is available in table 4.

Table-3: Prolific Population

Sr.	Studies Sr. Nos.	Population	Frequency
1	3, 4, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19, 20, 21, 23, 24, 25, 27, 32, 33, 35, 37, 38, 40, 41, 43, 44, 45, 47, 49, 50, 51, 54	Staff/ Workers/ Employees	36
2	2, 6, 14, 16, 28, 46, 48, 52	Managers	8
3	1, 22, 29, 31	Faculty members	4
4	34, 36, 42, 53	Nurses/ Healthcare professionals	4
5	5, 26, 30	Students	3
6	4	Researchers	1
7	39	Librarians	1

Prolific Discipline

Following table 4 displays the top five prolific disciplines/ sites from where the researchers selected populations of their studies. Academia including universities, schools, medical teaching departments etc. is at the top with 15 studies while organizations/ NGOs/ Govt. organizations are at second rank from which the populations were selected to study knowledge sharing with organizational factors. Hospitals/ medical departments are found at



third rank while industry/ firms are at fourth rank and IT departments are exist at fifth number rank which were considered by the researchers to selected the populations of the studies.

Table-4: *Prolific discipline to choose populations of the studies*

Sr.	Studies Sr. Nos.	Population	Frequency
1	1, 5, 11, 21, 22, 24, 26, 29, 30, 31, 35, 38, 39, 50, 54	Academia (schools, universities)	15
3	3, 13, 14, 16, 17, 20, 28, 37, 40, 43, 51	NGOs, Organizations, Govt. Organizations	11
5	7, 8, 34, 36, 42, 44, 45, 53,	Hospitals/ Medical departments	8
2	2, 6, 15, 19, 46, 48	Industry/ Firms	6
6	9, 10, 27, 32, 47	IT Departments	5
8	18, 23	Telecommunication	2
4	4	Research Centre	1
7	12	Hotels	1
9	25	Municipality	1
10	33	Manufactory Enterprises	1
11	41	Automobile	1
12	49	Comment Factory	1
13	52	Petrochemical Company	1

Discussion and Conclusion

The extracted results are seeming to be astonishing as they postulate that a few organizational factors are selected by the researchers frequently by the researchers while many factors are ignored in the area of knowledge sharing. We can say that knowledge sharing is occupied with a few organizational factors (culture, support, commitment, rewards, relationship, trust, justice, leadership, learning information technology & communication). It could be due to the personal interest of researchers or might be they selected these factors to provide strong baseline through available literature. There is dire need to consider less emphasized or ignored factors for extensive exploration of knowledge sharing. A dearth of



knowledge sharing studies is revealed in Western, European and South Asian context. This dearth might be reverted with the change of inclusion and exclusion criteria. However, it is concluded that knowledge sharing behavioral studies need to be conducted. Moreover, it is also accomplished that researchers ignored many factors, sites/ disciplines and populations. Furthermore, the all reviewed studies are conducted in collectivism countries except one study which was carried out in individualistic country which means, the researchers from the collectivism countries are more indented to explore knowledge sharing phenomenon. As knowledge sharing is voluntary sharing that occurs among people or organizational and the collectivism societies are best suitable for this phenomenon. Additionally, it is also concluded that organizational factors are very important for the promotion knowledge sharing and in majority studies their significant positive effect on knowledge sharing has been reported. This study will fill up-the gap exists in reviewed based studies and will add to the existing literature. Moreover, this study will provide insight to the researchers in selecting predicting variables for further studied to fill the literature gap and strengthen this area of knowledge sharing.

Limitations of the Research

This review-based study was conducted on only those papers which were accessible through the comprehensive term ‘organizational factors’ while individually factor wise search was not performed. Knowledge sharing attitude, intention, practices, performance and practices are also delimited. Therefore, it is possible that some papers in this area might be neglected due to settled inclusion criteria.

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