

## Conceptual Model of Knowledge Sharing

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**ABSTRACT:** *The Era Of Knowledge And Technology Changes The Organization Management Paradigm. Knowledge Is Considered As An Asset That Can Improve An Organization Performance. Several Studies Show That Knowledge Is The Main Factor That Encourages Creativity And Innovation That Contributes To The Improvement Of Organization Performances. Thus, The Concept Of Knowledge Management Becomes The Core Theme Of Many Management Studies. The Assumption Is Knowledge In An Organization Needs To Be Managed Well. Knowledge Management Consists Of Several Activities Such As Obtaining, Keeping, Sharing, And Reusing The Knowledge. Many Literature Also Mention That The Core Point Of Knowledge Management Is Knowledge Sharing. Conceptually, Knowledge Sharing Is The Process Of Donating And Obtaining Knowledge. Knowledge Sharing Is Not An Arbitrary Activity And Is Not Affected By Other Factors. Several Studies Examined Several Factors That Affect The Process Of Knowledge Sharing. The Results Of Previous Studies Showed That There Are 3 Factors That Affect Knowledge Sharing Activities, They Are (1) Nature Of Knowledge Factor, (2) Personal Factor, And (3) Organisational Factor. This Paper Summarized The Results Of The Previous Studies In Terms Of Knowledge Sharing Activity.*

**Keywords:** *Model, Sharing, Knowledge.*

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### I. INTRODUCTION

The Development Of Knowledge And Technology Changes An Organization Management Paradigm. The Changes Are Known Through The Existence Of Many Studies Related To Knowledge Management. Even, Matzler, Et Al. (2011) States That The Core Topic Of Management Studies Is Knowledge Management. The Assumption Is Knowledge Is The Most Valuable Assesst Of An Organization. Several Studies Prove That An Organization Can Reach The Goal If It Is Supported By Knowledge Resources. Therefore, Managing An Organization Knowledge Affect The Organization Achievement (Neyestani, Et Al, 2013; Gau, 2011). The Conception Of Knowledge Management Changes The Organization Profile As Body Of Knowledge. This Body Of Knowledge Consists Of Individual Knowledge (Jakubik, 2007; Ramakrishnan & Yasin, 2012). Hence, A Leader Or A Manager Needs To Identify, Find, And Create Such Knowledge So That It Can Be More Valuable For The Organization (Blumentritt And Jhonston, 1999; Mccall, Et Al., 2008). The Basic Concept Of Knowledge Management Is To Disseminate Knowledge To Be Used By Others (Razaghi, Et Al., 2013; Yoo And Ginzberg, 2005).

Managing Organizational Knowledge Needs An Appropriate Strategy. An Individual Knowledge Has To Be Transferred And Disseminated So It Is Possessed By The Organization. The Tacit Individual Knowledge Needs To Be Transformed Into Explicit Knowledge So That It Can Be Distributed To Others. The Management Of Knowledge In The Level Of An Organization Needs Direct Interaction Among Members (Ubon & Kimble, 2002). The Direct Interaction May Assure That The Knowledge Dissemination Runs Well. Therefore, The Knowledge Management Keyword Is The Process Og Knowledge Sharing. The Terms Of Knowledge Sharing And Knowledge Management Is Overlapping. However, The Concept Is Operationally Dofferent. Knowledge Management Is A Broader Concept Covering Knowledge Sharing Activity. Therefore, It Can Be Said That Knowledge Sharing Is A Part Of Knowledge Management.

Knowledge Sharing Is An Important Aspect In Managing Organizational Knowledge (Chiang, Et Al., 2011). Knowledge Sharing Is Defined As A Process Of Sharing Experiences And Individual Information In An Organization (Lin, 2007). Knowledge Sharing Covers Several Activities, Such As Knowledge Identification And Access To Be Transferred And Applied To Solve Problems, So That The Organization Tasks Can Be Done Effectively And Less Costly (Shaari, Et Al., 2014). In Short, Knowledge Sharing Can Be Defined As An Activity Of Disseminating Knowledge Among Members Of An Organization (Ramayah, Et Al., 2014). Knowledge Sharing Can Be Done By Transferring Knowledge From A Person Or A Group To Another Person Or Another Group (Abdullah, Et Al., 2009).

Knowledge Sharing Also Covers Thinking, Experiences, And Ideas Stimulation Among Members (Tong, Et Al., 2013). Besides, It Also Includes Verbal Communication Of A Particular Task Or Artifacts Exchanges As Well

As Implicit Coordination Of Knowhow And Other Information (Knows What) In A Group Or Organization (Cummings, 2004). Knowledge Sharing Has Become An Interesting Research And Argumentation Topic In Academic And Practitioner Areas Recently (Sohail & Daud, 2009; Gupta, Et Al., 2000). The Argumentation Tend To Focus On The Impeding And Encouraging Factors Of Knowledge Sharing Activity In An Organization. Besides, This Also Covers The Benefits That May Be Obtained By An Organization. Therefore, This Paper Aims To Evolve The Framework Of Knowledge Sharing Based On Empirical Research Results.

### **Theoretical Framework**

#### **Theory Of Social Cognitive**

Knowledge Sharing Can Also Be Explained Through Theory Of Social Cognitive. This Theory States That An Individual Behavior Is A Dynamic, Reciprocal Or Interactive Activity. Theory Of Social Cognitive Was Developed By Bandura In 1986 And Is Well Known As Theory Of Social Learning. This Theory States That An Individual Learning Behavior Is Affected By Social Environment. The Environment Includes Human Being And Other Factors In The Organization. The Theory Also Assumes That Decision Making And Expectation Are Influenced By Combination Of Three Factors, They Are Individual, Social, And Environment.

In The Context Of Knowledge, An Individual Might Tend To Share The Knowledge Only If It Is Useful. Self-Efficacy Is Ones' Judgment Towards The Capability To Do Something. An Individual Might Do Self-Judgment Based On Environment, Personal, Goal, And Social Network. Therefore, The Level Of Self-Efficacy Depends Heavily On The Expectation Of Result. It Also Occurs In The Context Of Knowledge Sharing; An Individual Tends To Share Knowledge Based On The Expectation Of The Result (Bandura, 2001; Okyere-Kwakye And Nor, 2011; Yaakub *Et.Al*, 2013; Wang, 2015).

#### **Theory Of Psychological Contract**

Psychological Contract Offers A Framework To Control Behavior And It Is Prioritized To Dimensions That Influence An Organization Efficacy. An Organization That Can Reach The Goals Effectively Needs To Find The Best Way To Manage The Human Resource. Hence, A Manager Has To Know What The Employers Want. It Is Important For An Organization To Know And Manage The Employers' Expectation So That The Organization Duty Fulfilled (Festing & Schafer, 2014). Theory Of Psychological Contract Is Based On The Assumption That Each Member Has To Contribute To The Organization More Than Just The Duty. Besides, The Organization Needs To Provide The Employers' Rights. Psychological Contract Includes An Organization Additional Task Such As Protect The Employers By Avoiding Retirement And Also Providing Promotion.

Psychological Contract Is An Individual Belief Towards Duty And Positive Effect Of Reciprocal Interaction (Abdullah, Et Al., 2011). Rosseau (2000) Explains That Psychological Contract Might Change Transactional View Into Relational View. It Is A Short-Term And Very Limited To The Duty Between Manager And Employer. The Other Way Around, Relational Contract Tend To Be More Focus On Long Term Relationship Based On Group Interest Between Manager And Employers. Transactional Contract Relies Heavily On Effectiveness, While Relational Contract Emphasizes The Employers' Belief To Be Part Of Organization (Rousseau, 2000). In The Context Of Knowledge Sharing, The Members That Emphasize Relational Duty Tend To Work Well Based On The Commitment To The Organization. The Relational Elements Closely Related To Trust, Loyalty, And Mutual Benefit. Trust Is A Main Component Of Psychological Contract And Influence Ones' Attitude And Behavior (Abdullah, Et Al., 2011).

#### **Knowledge Sharing Dynamics**

Knowledge Sharing Is Not An Arbiter Activity Yet It Is An Independent And Influenced By Various Disseminated Things And The Way (Jabar, Et Al., 2012). Knowledge Sharing Is A Dynamic Personal Interaction Process Such As Discussion, Debate, Or Problem Solving, Where A Single Unit Or Someone Is Influenced By Other's Experiences (Matzler, Et Al., 2011).

Knowledge Sharing Activity In An Organization Occurs When An Organization Member Asking For An Explanation Or Knowledge From Another Member To Solve A Particular Problem (Kharabsheh, 2007). There Are Two Important Things That Become The Main Point In Sharing Knowledge, They Are Collecting Knowledge And Donating Knowledge. Hence, There Are Two Different Party Involved, Namely (1) Knowledge Owner And (2) Knowledge Receiver (Dvsvik, 2015). Knowledge Donating Activity Is A Willingness To Share Intellectual Capital And Know-How To Others, While Collecting Knowledge Is A Willingness To Find, Adopt, And Accept Others' Intellectual Capital (De Vries *Et.Al*, 2006; Lin, 2007).

Creating An Effective Situation In Order To Support Knowledge Sharing Process Is A Complex Condition. The Biggest Challenge Is Willingness To Share Knowledge To Other Within An Organization. The Main Aspect Of

Knowledge Sharing Process In The Context Of Knowledge Management Depends Heavily On Individual Relationship (Ipe, 2003). A Conducive Relationship Which Is Based On Reciprocal Principal Will Help Creating An Optimum Condition To Share Knowledge. It Is Because Sharing Knowledge Is Considered As A Sensitive Behavior And A Combination Of Ones' Emotional Expression And Reaction. Logically, Positive Emotion Is An Intrinsic Motivation That Influences Knowledge Sharing Atmosphere To Become Interesting (Yaakub *Et.Al*, 2013).

Hsu (2006) Suggests 3 Approach, They Are (1) Organizational-Based Approach Which Is Performed Through Process, Structure, And Management Style; (2) Incentive-Based Approach To Encourage Knowledge Sharing Activity Through Financial And Non-Financial Policies; (3) Technology-Based Approach To Facilitate Knowledge Sharing Activity Through Instrument And Technology. Based On Taxonomy Of Knowledge Management System, There Are 4 Mechanisms In Sharing Knowledge Within An Organization. The Four Mechanisms Are (1) Knowledge Contribution To An Organizational Database; (2) Knowledge Sharing In A Formal Interaction Or A Team Or A Division; (3) Knowledge Sharing In An Informal Interaction Between Individual; (4) Voluntarily Knowledge Sharing In A Community Related To Interesting Topics (Kharabsheh, 2007).

## II. KNOWLEDGE SHARING MODEL

Knowledge In An Organization Is Divided Into Several Level, They Are Individual, Group, And Organization. Individual Knowledge Is A Part Of Organization Knowledge That Is Possessed By An Individual. The Knowledge Is Used To Do Various Activities To Reach The Organization Goals. Therefore, The Organization Can Learn Many Things Through The Members. The Organization Might Adopt New Knowledge From Other Sources Or Encourage The Member To Share One Another (Ipe, 2003). Chiang, Et Al. (2011) Explain That Massive Sharing Knowledge Activity In An Organization Contribute To The Development Of Knowledge. Hence, Knowledge Resource Might Increase And It Encourages The Organization Productivity In Facing Many Challenges. However, Sharing Knowledge In An Organization Is Not Something Easy To Do.

Either Theoretically Or Empirically, There Are Many Factors That Influence Knowledge Sharing Behavior. According To Ul-Haq & Anwar (2016), The Factors Can Be Categorized Into (1) Personal Characteristics; Referring To Knowledge Owner's Characteristics And (2) Organization Or Group Characteristics; Referring To The Organization Environment Which Influences The Willingness To Share Knowledge. There Is Also A Literature Stated That The Factors That Influence Knowledge Sharing Activity Are Personal Characteristics, Organizational, And Technology Factors (Riege, 2005). Wang & Noe (2010) Mention That Organization Environment, Leadership, Social Network, Belief, And Personal Attitude Are The Important Factors Related To Knowledge Sharing Activity. However, The Interaction Between Individual In An Organization Becomes The Most Important Factor To Succeed The Knowledge Sharing Process. Several Studies Highlighted Individual As The Important Factor In Sharing Knowledge Within An Organization.

One's Willingness In Sharing Knowledge Included In The Cognitive Structure Within An Organization Becomes The Obstacle In Many Studies. It Is Because Knowledge Is A Product Of Thinking Synthesis And Exists Only In One's Mind (Blumentritt & Johnston, 1999; Zins, 2007), So The Willingness To Share Is The Most Essential Factor. Riege (2005) States That Personal Factor Is One Of Barriers In Knowledge Sharing Process. A Study By Yeon, Et Al. (2015) Found That Sharing Knowledge Depends Heavily On Motivation Aspect, Either Intrinsic Or Extrinsic Motivation. Willingness To Share Knowledge To Others Is Also Influenced By Several Factors, Such As Belief (Currie & Kerrin, 2003; Boaten & Agyemang, 2014), Commitment (Demirel & Goc, 2013; Neyestani *Et.Al*, 2013), Organization Citizen Behavior (Aliei *Et.Al*, 2011; Ramasamy & Thamaraiselvan, 2011; Chun-Hsien *Et.Al*, 2014; Sadeh, 2015). Other Than Personal Factor, Sharing Is Also Influenced By Nature Of Knowledge.

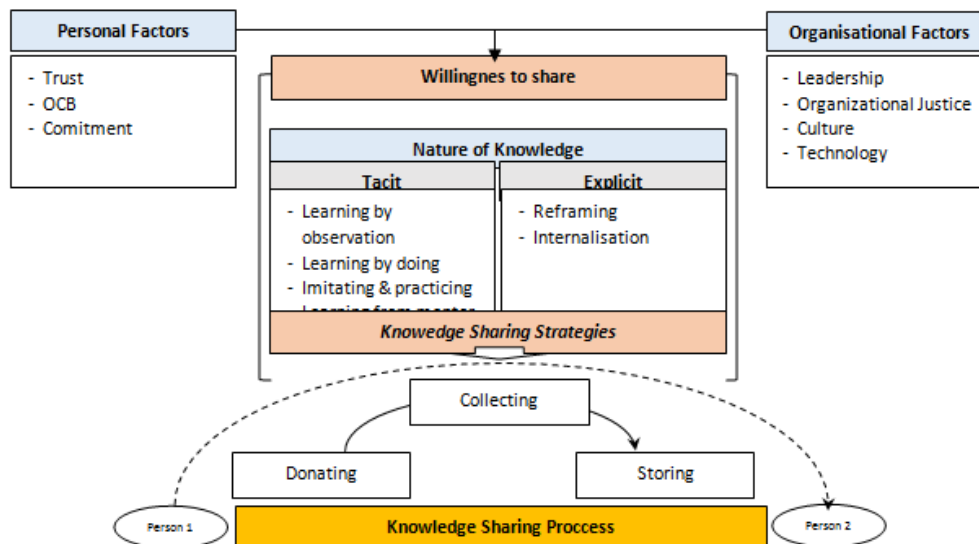
Based On The Characteristics, There Are Two Types Of Knowledge, Namely Tacit Knowledge And Explicit Knowledge. The Characteristics Of The Knowledge Might Influence The Knowledge Sharing Process. There Are 3 Things That Differ The Knowledge, (1) Codification And Transfer Mechanism, (2) Acquisition And Accumulation Method, And (3) Collected And Disseminated Possibility (Lam, 2000). Tacit Knowledge Is A Conceptual Skills And The Way To Obtain Experience. The Trait Of This Knowledge Is Individual Since It Depends On An Individual Thinking System. This Knowledge Is Difficult To Be Coded And Communicated To Others. To Share This Knowledge, An Individual Need A Strong Willingness. Yet, Chugh (2013) Finds That Working Environment Encourages Tacit Knowledge Sharing Process. Explicit Knowledge Has Different Characteristics. It Is Related To Know-What. Explicit Knowledge Is An Academic Understanding Which Can Be Obtained Through Formal Education Or Structured Learning (Smith, 2001). Explicit Knowledge Can Be

Coded Meticulously In Form Of Database And Accessed Through Information Retrieval System. Hence, The Sharing Process Involving Both Knowledge Need Appropriate Strategies. It Means, The Strategies Used In Knowledge Sharing Process Should Guarantee That The Knowledge Is Transferred From Owner To Receiver In An Organization.

On The Other Hand, Organization Factor Also Plays An Important Role In Guaranteeing The Possibility Of Knowledge Sharing Process. A Study By Willem & Buelens (2007) Reveals That Public Organization As Governance Bureaucracy Does Not Support Knowledge Sharing Process. It Is Because The Governance Bureaucracy Tends To Be Systematical And Formal. Besides, Other Studies Also Reveal That Relationship Structure Also Influence Knowledge Sharing Process Within Medium-Sized Organizations (Clercq, Et Al., 2015). Encouraging And Facilitating Knowledge Sharing Process Is A Main Challenge In The Context Of Organization Management In The Era Of Technology And Knowledge. Managerial Tasks Are To Design An Effective Organization Environment And Support The Process Of Sharing Knowledge. Various Studies Had Been Done To Explain How Organization Factor Influence Knowledge Sharing Behavior. The Factors Has A Significant Correlation To Knowledge Sharing Behavior, Such As Leadership (Helmi & Arisudana, 2009), Organization Culture (Kathiravelu Et.Al, 2013; Jo & JO, 2011), Organizational Justice (Yesil & Dereli , 2013).

Considering The Empirical Fact That Knowledge Sharing Behavior Is Influenced By Various Factors, Thus, Comprehensive Information Can Be Obtained Through Framework. So Far, There Are Limited Offers Of Proper Framework Related To Knowledge Sharing. Some Working Framework Related To Knowledge Sharing Activity. Ipe (2003) Developed A Conceptual Framework Explaining Some Factors That Influence Or Encourage Knowledge Sharing Behavior In An Organization. It Is Said That There Are 3 Main Factors That Influence Knowledge Sharing Process In An Organization, They Are (1) Nature Of Knowledge, (2) Motivation To Share, (3) Opportunities To Share, And (4) Culture Of Work Environment.

There Are Some Working Framework Weaknesses Offered By Ipe (2003), (1) It Did Not Explain The Factors That Influence Knowledge Sharing Behavior In Detail; (2) It Did Not Provide Appropriate Strategies To Divide The Two Types Of Knowledge Since Each Of Them Has Different Characteristics. Based On The Fact, The Purpose Of This Paper Is To Revise The Offered Framework By Ipe (2003), And The Framework Can Be Seen In Figure 1.



**Gambar 1.** Knowledge Sharing Framework Between Individuals In Organization

Based On Figure 1, There Are 3 Main Factors That Influence The Knowledge Sharing Process In An Organization. The Factors Are Nature Of Knowledge, Personal, And Organizational Factors. Knowledge Sharing Can Be Done If The Factors Interact Each Other. Several Studies Reveal That Personal And Organizational Factors Influence An Individual Willingness To Share Knowledge. In Other Words, Personal And Organizational Factors Are The Willingness Antecedent To Share Knowledge. By Implementing A Proper Strategy, Both Tacit And Explicit Knowledge Can Be Transferred Well. Thus, The Willingness To Share Knowledge And Sharing Strategies Are Important Prerequisites. The Following Explanation Is About The Theoretical Support Of The Factors.

### **Willingness To Share**

The Willingness To Share Is A Fundamental Factor In Knowledge Sharing. Knowledge Sharing Will Occur If There Is A Willingness From Many Parties To Share And Accept The Knowledge. An Individual Tend To Share Knowledge If There Is An Assurance That The Knowledge Will Be Beneficial. Self-Efficacy Is An Individual Judgment Towards The Capability To Do A Certain Thing. An Individual Might Do Self-Judgment Based On Environment, Personal, And Social Network. Therefore, The Level Of Self-Efficacy Depends Heavily On The Expectation Of Result. It Also Occurs In The Context Of Knowledge Sharing; An Individual Tends To Share Knowledge Based On The Expectation Of The Result (Liu & Liu, 2011, Yaakub *Et.Al*, 2013; Wang, 2015; Liu & Liu, 2011).

A Study Conducted By Mergen, Et Al. (2008) Reveals That There Are Some Factors That Influence One's Willingness To Share Knowledge. The Factors Are Categorized Into (1) Individual Factor, (2) Relational Factor, (3) Informational Factor, And (4) Organizational Factor. Personal Factor Closely Related To One's Behavior To Share Knowledge To Others. Relational Factor Refers To Individual Relationship In A Group, Informational Factor Is A Complex Type Of Knowledge, While Organizational Factor Related To Emotional Bond Between Individual And Organization. A Study Conducted By Liu & Liu (2011) Find That Psychological Factor Influence The Knowledge Sharing Process.

### **III. THE CHARACTERISTICS OF KNOWLEDGE AND SHARING STRATEGIES**

It Has Been Stated That The Characteristics Of Knowledge Influence The Success Of Sharing Process. There Are Two Kinds Of Knowledge And Each Of It Has Different Characteristics. Tacit Knowledge Is Considered As A Subjective Knowledge And Is Difficult To Be Decoded. Therefore, It Needs An Appropriate Sharing Strategy So That Knowledge Can Be Transferred To Other Party Within Organization. Smith (2001) Explains That Tacit Knowledge Can Be Disseminated Through Learning By Observation, Imitating, And Practicing Mechanism And Can Be Socialized Through Peer Learning.

The Most Important Thing In Sharing Tacit Knowledge Is Face To Face Interaction. Direct Interaction Let The Knowledge Owner To Externalize Or Deliver The Knowledge To Be Internalized By The Receiver. In Terms Of Sharing, Tacit Knowledge Can Be Transferred Directly To The Receiver Or Converted Into Explicit Knowledge (Tounkara, 2013). Tacit And Personal Knowledge Can Only Be Disseminated Through Social Interaction. Tacit Knowledge Can Also Be Disseminated If There Are Some Intrinsic Motivation, Such As Hospitality And Friendship (Osterloh & Frey, 2000).

On The Other Hand, Explicit Knowledge Is Much Easier To Disseminate. Smith (2001) Explains That There Are 2 Ways To Disseminate Explicit Knowledge. The First Is By Combining Separated Knowledge Into Body Of Knowledge. This Way, The Owner's Explicit Knowledge Is Partly Delivered To The Receiver. Hence, It Will Not Change The Form Of Knowledge. Another Way Is By Reinterpreting The Explicit Knowledge. Receiver Might Be Able To Use The Thinking Framework In Interpreting The Obtained Explicit Knowledge. It Is Known As Internalization And Becomes A Method Of Knowledge Sharing That Convert The Owner's Explicit Knowledge Into The Receiver's Tacit Knowledge.

#### **Personal Factors**

**Belief.** Belief Is An Important Precondition Factor In The Process Of Knowledge Sharing. The Basic Premise Is That Other People Might Also Do The Same Thing, In This Case Is Sharing Knowledge. According To Paliszkievicz (2010), Most People Who Believe Will Think That Others: (1) Work For The Sake Of The Organization, (2) Are Honest, And (3) Act Or Respond Positively. Belief And Openness In An Organization Culture Encourage The Activity Of Knowledge Sharing Between Individual, Thus, Trustworthy Behavior Improve The Communication Speed To Let Colleague To Share Personal Problems And Knowledge Deliberately (Kim & Lee, 2006). The Knowledge Owner Tend To Share The Knowledge In A Believable Group. Therefore, It Is Impossible To Share Knowledge If The Trustworthy Atmosphere Does Not Exist (Milovanovic, 2006), Hence It Can Be Concluded That There Is A Relationship Between Belief And Knowledge Sharing Activity (Levin & Cross, 2006).

**Organization Citizen Behavior (OCB).** OCB Is An Individual Discretionary Behavior, Which Is Not Acknowledged Either Explicitly Or Implicitly By Reward System Yet It Can Improve The Efficacy And Efficiency Of An Organization Activity/Function (Erturk, 2007). It Is Categorized As A Spontaneous Act Which Beneficial For The Effective Function Of An Organization. In The Context Of Knowledge, Studies By Aliei, Et Al. (2011); Ramasamy & Thamaraiselvan (2011) Reveal That All Citizen Behavior Dimension

Correlate To Knowledge Sharing Behavior. Chun-Hsien, Et Al. (2014) Also Found That OCB Is An Effective Mediator For Knowledge Sharing.

**Organizational Commitment.** Commitment Is A Willingness To Provide More Time And Energy For The Success Of Activity. Glickman (1981) Stated That One Is Considered Committed If The One Is Able To Provide More Time And Energy Than Usual, Especially To Improve The Activity. Structurally, Organizational Commitment Includes 3 Main Component, Namely Affective, Normative, And Continuous (Park & Rainey, 2007; Mogotsi, Et Al., 2011). Organizational Commitment Is Related To Various Attitude And Behavior Variables Such As Motivation, Leadership, And Work-Satisfaction. Even Though It Is Influence Many Working Attitude And Behavior Aspects, The Finding Of Mogotsi, Et Al.'S (2011) Model Deduces That Commitment Factor Is Not Significantly Correlated To Knowledge Sharing Behavior.

On The Other Hand, A Study By Panggil And Nasurdin (2009) Reveals That (1) Affective Indicator Is Significantly Correlated To Both Explicit And Tacit Knowledge Sharing, (2) Normative Indicator Is Only Correlated To Tacit Knowledge Sharing, Not To Explicit Knowledge Sharing, (3) Continuous Indicator Is Correlated Neither To Tacit Nor Explicit Knowledge Sharing. Demirel And Goc's (2013) Study Also Finds That Emotional Commitment Is Related Heavily To Knowledge Sharing Behavior, While Other Indicators, They Are Normative And Continuous Commitment Are Not Related To Knowledge Sharing Behavior. In The Context Of Knowledge Sharing, Neyestani, Et Al. (2013) Found That There Is A Positive Correlation Between Organizational Commitment And Knowledge Sharing Dimensions At Shiraz University Of Medical Sciences (SUMS). Hence, The Urgency Of This Study Is To Examine The Contribution Of Organizational Commitment In Mediating The Correlation Between Organizational Belief And Knowledge Sharing.

#### **Organizational Factor**

**Leadership.** Leadership Has An Important Role In Implementing Knowledge Management. A Leader Can Create, Direct, Motivate, Form Knowledge Sharing Culture, And Develop Infrastructure That Support Employers To Share Knowledge So That The Knowledge Management Runs Well. Several Studies Show That Leadership Styles Are Significantly Influence The Environment Effectiveness In Sharing Knowledge (Mitchell And Boyle, 2009; Tse And Mitchell, 2010; Pieterse, Et Al., 2010; Shin And Zhou, 2003). Leadership Styles Might Influence The Leader Communication Pattern In An Organization So It Can Cause Knowledge Retention And Improve Members' Commitment In The Organization. An Organization That Intensify Knowledge, Known That The Leader Supports Knowledge Sharing Activity Rather Than Functions As Knowledge.

**Organizational Justice.** Several Previous Studies Found That Organizational Justice Contribute To The Formation Of Knowledge Sharing Culture In An Organization. Operationally, Parker And Kohlmever (2005); Rupp, Et Al. (2015) Define That Organizational Justice As A Working Condition That Leads An Individual To A Belief That Workers Are Treated Fairly Or Unfairly. Organizational Justice Influence The Employers' Behavior. Plato Stated That An Organization As A Symbol Of Civilization Will Not Sustain Without Justice. If All Employers Are Treated Fairly, All Tasks Will Be Done Correctly, Otherwise Employers Will Act Illegally To Get The Rights (Chegini, 2009). The Direct Impact Of Organizational Justice Towards Knowledge Has Been Studied By Jabar, Et Al. (2012) And Schepers & Van Den Berg (2007). Both Studies Concluded That Organizational Justice Positively Influence Knowledge Sharing Behavior. Comprehensively, Yesil & Dereli (2013) Examined The Effect Of Three Components Of Organizational Justice Simultaneously To Knowledge Sharing. The Result Shows That Organizational Justice Positively Influence Knowledge Sharing. In Addition, Several Studies Examined The Indirect Effectiveness Of Organizational Justice To Knowledge Sharing. Lin's (2007) Study Shows That Distributive And Procedural Justice Has A Positive Indirect Effect To Tacit Knowledge Sharing Which Is Mediated By Organizational Commitment, While Distributive Justice Influence Knowledge Sharing Which Is Mediated By Peer Reliance.

#### **Culture**

Organizational Culture Is A Value Or Basic Assumption Learnt By An Organization To Solve Problems, An External Adaptation And An Internal Integration Taught To New Comers As A Problem Solving. Each Organization Has Different Culture And Keeps Growing. Organizational Culture Is A Reflection Of The Organization Identity Which Is Divided Into 2 Dimensions, Namely Visible And Invisible. Culture Will Reflect In An Organization Value, Philosophy, And Mission, While The Invisible Dimension Is A Value Covering Behavior And Perception. Several Studies Show That Culture Heavily Influences Knowledge Sharing. A Study By Michailova & Hutchings (2006) Reveals That There Is A Different Knowledge Sharing Behavior In China And Russia. The Difference Is Caused By Different National Culture. Some Other Studies Were Conducted By Vazques Et.Al (2009), Bures (2003), (2005) Dan Bock Et.Al (2005).

#### IV. CONCLUSION

Knowledge Sharing Is An Independent Activity Influenced By Various Factors, Such As The Nature Of Knowledge, Personal, And Organizational. The Subjective Characteristic Of Tacit Knowledge Can Be Disseminated To Others Through Observing, Imitating, And Practicing As Well As Learning From Mentors. It Is Different From Explicit Knowledge Which Can Be Disseminated Through Reinterpreting Or Internalizing. Sharing Knowledge Also Occurs If An Individual Is Willing To Share Information Or Intellectual Capital To Others. The Motivation To Share Is A Fundamental Aspect. Sharing Motivation Is Influenced By Various Factors, Such As Belief, Organization Citizen Behavior, And Organizational Commitment. In Addition, Organizational Factors Such As Leadership, Organizational Justice, And Organizational Culture Also Influence The Knowledge Sharing Process. Hence, Sharing Knowledge Occurs If The Above Mentioned Factors Appear As Expected.

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