

## **The effect of knowledge sharing on knowledge management performance: An exploratory study of the opinions of a sample of faculty members of private universities in the Middle Euphrates.**

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**Abstract :** The aim of the current research is to determine the impact of knowledge sharing on knowledge management performance according to the perception of faculty members of private universities in the Middle Euphrates, based on a major problem represented by many questions: the extent of awareness of the relationship of influence and correlation between variables in the field, and to form an expressive, intellectual framework for the study; knowledge sharing was adopted as a variable. Independently on the dimension (collecting knowledge and donating knowledge) and knowledge management performance as a dependent variable on the dimension (performance toward customers and financial performance). To achieve the research objectives, the questionnaire was adopted to collect data related to the research variables, as it represented the research community in private universities in the Middle Euphrates. The research sample was represented by (156) members of the teaching staff, and then analyzed by adopting some statistical methods such as (arithmetic mean and deviation). The standard, Pearson correlation coefficient, and coefficient of variation were used to test the scale (Cronbach's alpha, factor analysis). The statistical program (SPSS.V.27) and the program (27.Amos.V) were also used to test the hypotheses, and the results of the research showed the existence of an influence and correlation between the research variables.

**Keywords:** knowledge sharing, knowledge, management performance

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**Introduction:** The concept of knowledge sharing is one of the most cognitive and intellectual concepts that has attracted widespread attention from researchers in knowledge management who work in particular on developing and improving the performance of organizations and how to apply knowledge-sharing mechanisms and approaches in different environments and demonstrate the impact of this on the performance of organizations. Knowledge sharing is a process. Transferring knowledge between organization members, whether through formal practices and procedures such as training and workshops or informal practices such as interaction and cooperation between individual workers. The impact of knowledge sharing on knowledge management performance includes several aspects. Among them, it helps improve the selection and recruitment process by exchanging information and experiences related to the skills and competencies of potential candidates. In addition, knowledge sharing strengthens the organization's spirit of innovation and creativity. When members of an organization share their knowledge and expertise, they can use these resources to develop new solutions and improve existing processes.

### **The first topic**

#### **Research Methodology**

##### **First: the research problem**

Contemporary business organizations face great challenges due to rapid technological changes and high uncertainty in the internal and external environments, which requires them to adopt modern approaches and methods that enable them to keep pace with these changes. Perhaps among the most important of these approaches is knowledge sharing, which represents a basic requirement for any organization that aims to understand... And absorbing the large and rapid developments in the competitive environment. How can it be used to improve the knowledge and performance of the management of these organizations? Based on the above, this study tries to close the knowledge and gap to understand and explain the relationship by asking the main question (Does knowledge sharing among teachers of private universities in Middle Euphrates affect knowledge performance, management).

- 1) How great is the university's interest in the research model and scope in the field of variable knowledge sharing?
- 2) To what extent do the universities in the research sample have insight into knowledge, management performance and size?
- 3) Does information, information sharing, have an impact on management performance?

## Second: The importance of research

- 1) The importance of the research is the importance of the changes it solves because it solves one of the most important modern management issues of recent years.
- 2) Contributing to providing new data and information in the field of knowledge sharing and knowledge, management performance through the conclusions and recommendations that the research will reach.
- 3) Highlighting the most important variables affecting the performance of institutions, which is knowledge, as it is the factor and the main focus of the development process.
- 4) Determine the nature and type of the relationship, between knowledge sharing and knowledge, management performance, which enables future studies to measure the nature and type of this relationship on other samples.
- 5) Through practical application, this research can provide solutions to the problems that many companies suffer from.

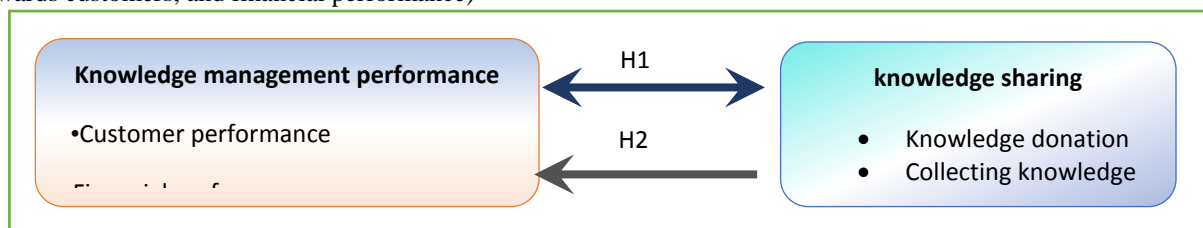
## Third: Research objectives:

- 1) Identifying the reality of knowledge sharing among members of the teaching staff of private universities in the Middle Euphrates, research sample.
- 2) Measuring the extent to which knowledge sharing contributes to enhancing knowledge, management performance. Providing a special conceptual framework for knowledge sharing because it is a modern topic
- 3) Reaching a set of conclusions and recommendations that contribute to increasing the level of knowledge sharing and thus contributing to enhancing the performance of knowledge, management in the investigated universities.

## Fourth: The hypothetical plan for the study:

In light of what was discussed regarding the research methodology , a hypothetical research diagram was prepared, see Figure (), to express, the relationship between the research variables. This diagram is represented by a set of correlation and influence relationships between the research variables, which was extracted from the reality of administrative literature, as follows:

- 1) The independent variable: represented by knowledge sharing in its dimensions (knowledge donation, knowledge gathering).
- 2) The dependent variable: represented by knowledge, management performance in its dimensions (performance towards customers, and financial performance)



appearance

## Hypothetical outline of the study

## Fifth: Research hypotheses

To achieve the research objectives, the following hypotheses were formulated:

- 1- The first main hypothesis: There is a statistically significant -correlation between knowledge sharing and knowledge management performance, and the following sub-hypotheses branch out from this hypothesis:  
A - There is a statistically, significant -correlation between knowledge donation and knowledge, management performance in its dimensions.  
B - There is a statistically, significant -correlation between, knowledge collection and knowledge, management performance.
- 2- The second main hypothesis: There is a statistically significant effect between, knowledge sharing and knowledge management performance, and the following sub-hypotheses branch out from this hypothesis:  
T - There is a statistically, significant effect between, knowledge donation and knowledge, management performance in its dimensions.  
D- There is a statistically significant effect between knowledge collection and knowledge, management performance.

## The second topic

## The theoretical aspect of research

## First, the concept of knowledge-sharing

In general, knowledge sharing relates to the communication of knowledge within a group of people. The group may consist of members working in the organization, for example, between employees in a workplace or informally, for

example, between friends. The interaction may occur between at least two to several individuals. . The primary purpose is to utilize available knowledge to improve performance groups (Cheng et al., 2009:314). Knowledge sharing can take place through written correspondence or face-to-face communication by communicating with other experts or documenting, organizing, and collecting knowledge for others (Wang & Noe, 2010:3). Thus, as one of the knowledge-focused activities, knowledge sharing is the primary means through which workers can share their knowledge and contribute to the application of knowledge and innovation, and ultimately the organization's competitive advantage. (Wang & Wang, N2012:2) In addition, knowledge sharing requires a mechanism Internal integration, involving the dissemination and synthesis of individual and organizational knowledge through well-established processes and procedures (Zhou & Li, 2012:3). However, knowledge sharing is a challenge in organizations for two reasons. First, tacit knowledge is, by its nature, difficult to transfer to workers. Second, knowledge sharing is usually, a voluntary process. Organizations, cannot manage knowledge resources. more effectively unless, employees are willing to share their knowledge with others (Titi Amayah, 2013:1). Sharing knowledge is of paramount importance, as an organization, that continuously increases its knowledge is more prepared to face changes in the regulatory environment - market dynamics, economic cycles, technological, escalation, social needs - and remain competitive, and sustainable (Almeida, & Soares, 2014:1 ).

### **Second: The importance of sharing knowledge**

There is an urgent need for business organizations to share knowledge. Much literature has addressed this importance, whether at the individual level or even at the organizational level. The importance of knowledge sharing can be defined as follows (Raza Ketal., 2016: 547)

The sender shares knowledge with the receiver

- 1) The extent of employees' ability to organize
- 2) Better at responding to changing environment,
- 3) Take advantage of newly acquired knowledge
- 4) Make effective business decisions

### **Third: Objectives of knowledge sharing**

By reviewing the literature related to the topic of knowledge sharing, the research was able to summarize the goals of knowledge sharing as follows:

- 1) The goal of knowledge sharing is to create new knowledge by combining existing knowledge differently or improving the exploitation of existing knowledge (Christensen, 2007:37).
- 2) The primary purpose is to utilize available knowledge to improve group performance (Cheng et al., 2009:314)
- 3) Through knowledge sharing, organizations seek attempts and contributions to creating an organizational knowledge database (Reychav & Weisberg, 2010:2).
- 4) To secure knowledge, solve problems, improve individual capabilities, absorb specialized knowledge, and create innovations (Chen & Hung, 2010:2).
- 5) The goal of knowledge sharing is to help workers accomplish something better and in a more efficient manner (Titi Amayah, 2013:1).
- 6) Knowledge sharing, between, workers and within teams allows organizations, to exploit and benefit from knowledge-based resources. Because employees' knowledge-sharing behaviors play an important role ineffective knowledge management (Zhang & Jiang, 2015:2).
- 7) Basically, the purpose of knowledge sharing is to improve the competitive advantage of organizations and individuals' ability to operate by contributing knowledge and seeking knowledge for reuse (Chen & Hew, 2015:2).

### **Fourth: Dimensions of knowledge sharing**

#### **1- Knowledge donation**

Knowledge donation can be defined as the process of communicating personal intellectual capital to others (Gumus, 2007:1). Personal intellectual capital is communicated to others. (Goh & Sandhu, 2014:126)

#### **2- Collecting knowledge**

Knowledge gathering is defined as motivating employees in order to get them to share their intellectual capital (Gumus, 2007:1). It means collecting knowledge - stimulating workers to get them to share their capital Intellectual (Goh & Sandhu, 2014:126).

### **Fifth: The concept of knowledge management performance**

Knowledge, management is essentially the management, of corporate knowledge and smart assets that can improve a range, of organizational performance, characteristics and add value by enabling the organization to act smarter; Knowledge, management is viewed as the process of critically managing knowledge to meet current needs, to identify and exploit existing and acquired knowledge assets and to develop new opportunities (Kuah & Wong, 2011:1). Accordingly, knowledge, management passes through the knowledge, management system, which consists of IT

infrastructures, data warehouses, virtual centers of expertise, administrative procedures, and knowledge, management strategies (Santoro et al., 2019:2). Knowledge, management consists of four main components - strategy, human resources, organizational culture, organizational structure and processes - which must be integrated to achieve successful knowledge, management (Choi et al., 2020:4). Since its initial emergence in the 1990s, knowledge, management has become an established discipline in academia and business due to its increasing focus on results. Knowledge is a key resource for gaining a sustainable competitive advantage, which translates concretely into more efficient business operations and improved quality, in addition to increasing the ability of organizations to identify new solutions and develop products that meet the needs of their customers (Manesh et al., 2020:2).

### **Sixth: The importance of knowledge, management performance**

(Lyu et al., 2016: 3) explained the importance of information and management performance as follows:

- 1) Reorganization of internal business activities;
- 2) Improving administrative structures that will facilitate information transfer; It is very flexible in responding to customer requests;
- 3) Developing significant competitive advantages, all of which are reflected in the number of benefits the organization can achieve.

### **Seventh: Objectives of knowledge management performance**

Knowledge management practices include a set of activities and efforts aimed at achieving multiple goals, the most important of which are the following (Madadi et al., 2022:16):

- 1) Generating, the necessary, and sufficient, knowledge, carrying out knowledge, transformation processes, and achieving education processes, and knowledge dissemination, processes to all relevant parties.
- 2) Preserving knowledge and storing it in the places designated for it.
- 3) Work to provide continuous renewal and development of knowledge and translate, it into practical behavior, that serves the organization's goals.
- 4) Attracting greater, intellectual capital to develop, solutions to the problems facing the organization.
- 5) Identifying core, knowledge and how, to obtain and protect it.
- 6) Building learning, capabilities, spreading, a culture, of knowledge, stimulating, developing, and competing through human intelligence.

### **Eighth: Dimensions of knowledge, management performance**

Methods of measuring knowledge, management performance are broad categories of research issues. It can be said that method developments vary due, to researchers' backgrounds, experiences, and problem areas. The study will rely on the Knowledge, management Performance Index (Lee & Lee, 2007), which is (financial performance and customer performance), for several reasons, including the fact that it is more logical than the rest of the other indicators, the possibility of measuring and applying it quickly, and its suitability to the objectives of the study. The following is an explanation of each of these dimensions. :

#### **1- Financial performance**

Financial performance is one of the important areas of performance evaluation, and the outcome of this perspective represents measures directed at achieving goals or determining the level of profits achieved for the organization's strategy by working to reduce cost levels compared to competing organizations. The concept of performance depends on the financial analysis, which is the first and basic step toward the nature of the organization. The financial performance in the organization that uses financial indicators such as profitability growth and sales growth that express the achievement of the organization's economic and financial goals. If knowledge and accurate information are available for the financial data at the time it was drawn up, Where production efficiency is achieved, the organization's competitive advantage will achieve its goals (Chen & Paulraj, 2004:145). It is considered one, of the most used and oldest, fields of performance to measure, the best bank performance because it is characterized by stability and stability and contributes to directing banks towards the best and correct path. It is considered one of the important indicators that measure the organization's ability to achieve its goals and the extent of proximity or distance from those goals in light of evaluating the methods and means it adopts in achieving them. Exploiting its available resources, and financial performance means what the organization achieves in terms of planned goals. Therefore, measuring the achieved and comparing it with the plan is the first step in the performance level of the activity practiced by business organizations. Therefore, these deviations must be diagnosed and then steps taken to improve the level of the organization (Al-Kaabi and Al-Dulaimi, 150:2016).

#### **2- Customer performance**

Performance and measurement are one of the most important processes and management methods; "what you measure is what you get". Performance indicators form the basis for creating, establishing strategies and achieving them in the future, as they can clearly demonstrate the organization's vision and operational goals to all members of the

organization and its management and fulfill the role of enabling all internal processes. . Now, instead of tangible assets, intangible assets such as information have become an important measure of an organization's value. Therefore, attempts have been made to measure customer performance in knowledge management, and customer performance can be considered the result of intellectual activities that support various aspects of management performance, such as operational efficiency, survival, growth or innovation. Therefore, improving information performance can lead to better management performance, which inevitably leads to a better relationship between information performance and customer performance (Lee and Lee, 2007: 28). Because the use of customer-focused measures is associated with the use of non-financial measures, there is a need for customer performance measures that emphasize the importance of customer focus in customer service management. The focus on quality, flexibility, reliability and low costs in their work is supported by the use of non-financial strategies. Organizations are changing their measurement systems. Its function is to coordinate and support its strategy. Additionally, for customer information and management practices to be effective in improving performance, organizations need to better align with customer performance metrics (Kasim and Minai, 2009: 301).

### The third topic

#### The practical side of research

##### First: Results of descriptive statistics for the research variables

1- Independent variable: knowledge sharing

The first dimension donating knowledge

The dimension of donation, defined in general, as shown in Table (1), obtained a coefficient of variation (22%), with arithmetic -mean heading toward neutral of (3.18), a moderate response level, and a standard deviation of (0.655).

**Table (1) Distribution of descriptive statistics for the knowledge donation dimension**

Paragraph	Arithmetic -mean	Direction of the answer	standard deviation	Relative importance	Coefficient of variation
X1	3.09	agree	1.032	62%	33%
X2	3.02	agree	1.039	60%	34%
X3	3.34	agree	0.813	67%	24%
X4	3.28	agree	1.043	66%	32%
X5	3.32	agree	0.773	66%	24%
<b>Total rates for the knowledge donation dimension</b>					
Arithmetic -mean		0.655		standard deviation	
Relative importance	63%		22%		Coefficient of variation

#### The second dimension: collecting knowledge

It is noted from Table (2) that the knowledge-gathering dimension obtained an overall coefficient of variation of (24%), with arithmetic -mean trending toward neutral of (3.66), a moderate response level, and a standard deviation of (0.69).

**Table (2) Distribution of descriptive statistics for the knowledge gathering dimension**

Paragraph	Arithmetic - mean	Direction of the answer	standard deviation	Relative importance	Coefficient of variation
X1	3.22	agree	0.885	64%	27%
X2	2.93	agree	0.914	59%	31%
X3	3.16	agree	1.004	63%	32%
X4	2.94	agree	0.863	59%	29%
X5	2.91	agree	0.906	58%	31%
<b>Total rates for the knowledge-gathering dimension</b>					
Arithmetic -mean			3.66	0.69	standard deviation
Relative importance	62%		24%		Coefficient of variation

Dependent variable: knowledge, management performance

### The first dimension: performance towards customers

The overall performance dimension towards customers, as shown in Table (3), had a coefficient of variation of (24%), an arithmetic -mean heading towards neutral of (3.29), a moderate response level, and a standard deviation equal to (0.711).

**Table (3) Distribution of descriptive statistics for the dimension of performance towards customers**

Paragraph	Arithmetic -mean	Direction of the answer	standard deviation	Relative importance	Coefficient of variation
X1	3.09	agree	1.006	62%	33%
X2	2.9	agree	0.919	58%	32%
X3	3.18	agree	0.849	64%	27%
<b>Total rates of the performance dimension towards customers</b>					
Arithmetic -mean	3.29	0.711	standard deviation		
Relative importance	62%	24%	Coefficient of variation		

### The second dimension: financial performance

The results of Table (4) showed that the financial performance dimension had an overall coefficient of variation of (24%), an arithmetic -mean heading towards neutral of (3.65), and a moderate response level.

**Table 4: Distribution of descriptive statistics for the financial performance dimension**

Paragraph	Arithmetic -mean	Direction of the answer	standard deviation	Relative importance	Coefficient of variation
X1	3.41	agree	0.902	68%	26%
X2	3.46	neutral	0.81	65%	25%
X3	3.47	agree	0.837	69%	24%
X4	3.2	neutral	0.956	64%	30%
<b>Total rates for the financial performance dimension</b>					
Arithmetic -mean	3.65	0.654	standard deviation		
Relative importance	64%	24%	Coefficient of variation		

### Second: Testing hypotheses

The first main hypothesis: There is a statistically significant -correlation between knowledge sharing and its dimensions and knowledge, management performance.

Table (5) indicates the presence of a strong positive correlation with, significant statistical significance, between knowledge sharing and knowledge, management performance amounting to (.597\*\*), which means that the faculty members of private universities in the Middle Euphrates are aware of the importance of strengthening the relationship between the dimensions of knowledge sharing and knowledge, management performance. Based on the above, it is possible to accept the validity of the second main hypothesis, which states (the existence of a statistically significant -correlation between knowledge sharing in its dimensions and knowledge management performance), which means that the faculty members of private universities in the Middle Euphrates realize the importance, of paying attention to these, variables.

**Table (5): Correlation values between knowledge sharing and its dimensions and knowledge, management performance**

Independent variable Dependent variable	knowledge sharing	Dimensions of knowledge sharing	
		Knowledge donation	Knowledge collecting
Knowledge, management performance	.597**	.286**	.516**

Sig. (2-tailed)	.000	.005	.000
decision (result)	There is a strong, statistically significant correlation between knowledge-sharing measures and knowledge and management performance at the 0.01 significance level.		
**. Correlation is significant at the 0.01 level (2-tailed).			

The second main hypothesis: (There is a statistically significant effect of knowledge sharing on knowledge, management performance)

Table (6) shows that the more employees and faculty members of private universities in the Middle Euphrates realize the importance of knowledge sharing, the more this leads to improving the organization's knowledge, management performance. In other words, knowledge sharing increases by one standard weight.

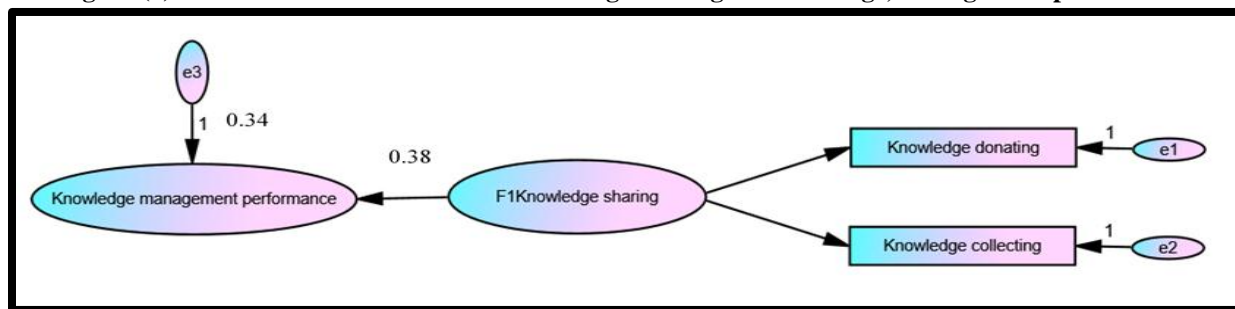
It leads to improving the performance of knowledge, management by (0.385) and with a standard error (0.077), which means that the faculty members of private universities in the Middle Euphrates realize the importance of the impact of knowledge sharing on the performance of knowledge, management.

Table (6): Results of the direct effect of knowledge sharing on knowledge, management performance

source: Prepared by the researcher based on the program (SPSS.V.29)

The knowledge sharing variable contributed to explaining (0.342) of the variance occurring in knowledge, management performance, while the remaining value is due to variables outside the limits of the research.

**Figure (1) Results of the direct effect of knowledge sharing on knowledge, management performance**



Source: Prepared by the researcher based on the outputs of (7AMOS.V.2)

## The fourth section

### Conclusions and recommendations

#### First: conclusions

- 1) The level of knowledge sharing is high, as workers are characterized by their cooperation in transferring, transforming, and exchanging knowledge among themselves
- 2) All dimensions of knowledge sharing have a positive impact on knowledge management performance but to a varying extent
- 3) The organization was able to contribute to knowledge sharing through the dimensions of knowledge, management performance represented by (performance towards the customer, and financial performance)

#### Second: Recommendations

- 1) The need to focus on effective communication and improving communication networks between departments to facilitate the process of knowledge sharing.
- 2) Continue to improve the level of employees by providing training courses in the field of information technology, which enhances knowledge-sharing processes
- 3) Providing modern means of communication that allow knowledge sharing among employees;
- 4) Forming self-motivated work teams to exchange knowledge within the organization.

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