



Knowledge Sharing - A Way for Employee Performance

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Abstract- In the present scenario of competition and a dynamic environment, the sharing of knowledge among the employees in an organisation has become very crucial. If employees perform well, the success rate is higher. The employees in the organisation share their knowledge among colleagues to increase the efficiency and capability. The objective of this descriptive research paper is to analyse and examine the concepts of knowledge sharing and employee performance using literature based procedure. Data collected from past literature, books and journals. This research paper found that sharing knowledge among employees has a positive effect on the performance of employees that improves the efficiency of the employees in the organisation. Further research work can be undertaken based on the survey data collected from the primary source. Moreover, research can be undertaken on the key factors that improve employee performance with knowledge sharing as a mediator.

Keywords- knowledge sharing, employee performance

I. Introduction

To survive in a dynamic environment, any business organisation has to adopt the strategies needed for its sustained and consistent growth and development. One such strategy is the passing of known information and facts amongst the employees so that employees learn to know about the skills, knowledge, etc.



Ahmad and Karim (2019) among many factors, knowledge sharing is considered as the foundation in the organisational operations. Knowledge sharing is the exchange of information, facts, and experience shared systematically. Knowledge sharing is a learning process where exchange of experience, knowledge takes place which improves skills, find solutions to job related issues and performance of employees (Nguyen et al., 2021).

Knowledge can be shared with employees by way of explicit and tacit.

- Explicit Knowledge: A very formal way of sharing the information and is generally documented and easy to share.
- Tacit Knowledge: It is intuitive and generally happens through personal interaction, not a formal method. It is developed through trial and error over period of time.
- Employee performance is known as the conduct of an employee in performance of his duties to attain the target or goal. According to the management scholar Shmailan (2016), employee performance refers to how efficiently and effectively the task is completed by employees has been delegated by the organisation to them.
- Employee performance is influenced by factors like trust, motivation, job satisfaction, leadership, communication, recognition, understanding and communication. Knowledge to evaluate employee's performance, quality, quantity and efficiency has to be considered. Employee performance can be improved by knowledge sharing. Knowledge sharing enhances the performance of the employees by making them think creatively in decision-making, bringing innovation in their work, solving their problems and improving their work performance.
- Sometimes employees hesitate to share information with others due to fear of loss of priority given to them. The management has to take care to avoid these situations and create an environment encouraging knowledge sharing, which increases employee performance and reach the goal of the organisation. The organisation has to provide an environment whereby employees share their knowledge with others, for the better performance of their job, adding some value to the organisation.
- This descriptive research paper aims to describe the relationship between knowledge sharing and employee performance. This paper intends to show the relationship between knowledge sharing and employee performance by giving references from the past literature review papers taken from Google Scholar, books and journals.



Objectives of the Study

This paper intends to describe:

- The concept of knowledge sharing,
- The concept of employee performance,
- Examine the relationship between knowledge sharing and employee performance.

II. Literature Review

Knowledge Sharing

For knowledge sharing to take place, a minimum of two persons are needed, and Yeboah (2023), a mutual and good relationship should exist between the one who shares knowledge and the one who receives the same. Sharing of Diab (2021) facts, details and explanations on how a strategy works are passed amongst peer groups, individuals in an organisation, is knowledge sharing. Gupta et al. (2012) the setup to incorporate the knowledge-sharing process benefits by learning the technology, finding quick solutions for the issues, creating a new strategy and reducing errors. For this Diab (2021) different strategies and methodologies are used to incorporate the knowledge sharing process by the organisations to improve their efficiency. Both external and internal sources can be used for sharing the information. Muhammed and Zaim (2021), it is a challenging task for organisations to identify the technique to create a knowledge sharing facility and also make sure that the knowledge shared is for the betterment of the organisation.

Kuzu and Özilhan (2014) insist that technology alone is not sufficient for the success of Knowledge sharing. It depends on the attitude of people, collaboration, teamwork, willingness to share etc., as said as behavioural science

Employee Performance

Lesmana et al. (2018) to face the competition, challenges, and to achieve the goals, the organisation depends on the employee performance, and for this, the organisation has to improve the performance of the employees by investing in them. Memon et al. (2023) refer to how well and how employees complete the work delegated by their superiors as employee performance.

(Roro Rukmini, 2021) employee performance is assessed as the result achieved by an employee over a period of time. Szabó et al. (2017) the success of a company depends on the employees' performance. Lesmana et al. (2018) Employee performance is



measured based on the quantity and quality of the work performed that is delegated by the superiors to the employees and also the ability to adopt to the needs and goals of the organisation.

Knowledge sharing and employee performance

Goh et al. (2020) knowledge sharing helps the employees in an organisation to develop confidence, face challenges, and improve their skills. Memon et al. (2023) Employees quickly reach the task if they are confident, and knowledge sharing helps the employees improve confidence by making them learn and improve their skills, capabilities and efficiency, which ultimately leads to employee performance Goh et al. (2020) An organisation that encourages and supports a knowledge-sharing environment will have higher employee performance.

III. Research Methodology

This descriptive paper collected data using secondary sources drawn from past literature, books, journals and scholarly review articles. These papers are collected from Google Scholar, Semantic Scholar, journals, etc. The collected articles are analysed and evaluated to relate the link and influence of knowledge sharing and employee performance.

Sl. No	Title of the article	Author	Findings
1	The effect of knowledge management system and knowledge sharing on employee performance and loyalty	Deasy Rinayanti Pelealu	Knowledge sharing positively influence employee performance
2	The impact of knowledge sharing on the performance of employees in the Algerian public sector	Khemgani Antara, Redjem Khaled, Araba Elhadj	Knowledge sharing positively influence employee performance
3	Examining the role of knowledge sharing on employee performance with a mediating effect of organizational learning	Jamini Ranjan Meher, Rohita Kumar Mishra	Knowledge sharing positively influence employee performance
4	The impact of knowledge-sharing mechanisms on employee performance	Mohammad Ali Kohansal, Zahir Alimoradi,	Knowledge sharing positively influence employee performance



		S. Mahdi Bohloul	
5	The effect of knowledge sharing on employee performance in Telkom education foundation headquarter office: A research framework	W.N. Izzah & D. Indiyati	Knowledge sharing positively influence employee performance
6	Does knowledge sharing enhance the job performance of employees? The mediating role of engagement	Abriham Ebabu Engidaw Jing Ning Weikang Zou	Knowledge sharing positively influence employee performance
7	The effect of knowledge sharing and motivation on employee performance through innovative behavior as an intervening variable	Muhammad Dzulhaedir , Agung Zaky Mahdhani, Indra Swastika Purwandini , Tito Bimo Ariawan, Gita Sugiyarti	Knowledge sharing positively influence employee performance
8	The influence of knowledge sharing on employee performance through the mediation of workforce agility	Achmad Irvan Setiyawan, Asep Gunawan, Dadang Priyono	Knowledge sharing positively influence employee performance
9	The impact of knowledge sharing on performance: evidence from Sri Lankan public sector employees	Gayan Abeyrathna and A.J.M. Priyadarshana	Knowledge sharing positively influence employee performance
10	Impact of knowledge sharing on employee performance in higher education: moderating role of employee motivation and employee engagement	Iqra Bibi, Asad Tufail , and Haider Ali Shah	Knowledge sharing positively influence employee performance

IV. Conclusion

After reading, understanding and analysing the past literatures related to knowledge sharing and employee performance, it is clearly understood that knowledge sharing has a positive impact on employee performance. It improves the performance of employees in the organisation. The management has to encourage the culture of knowledge sharing in the organisation. And also, the management should aim to provide facilities for



sharing knowledge among the employees. This paper intends to examine the relationship between knowledge sharing and employee performance. In future, further research can be done based on the survey data collected from the primary source. Apart from that, research can be undertaken on the factors that improve employee performance with knowledge sharing as mediator.

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