

Chapter 8

Effective Knowledge Sharing: A Guide to the Key Enablers and Inhibitors

Ayman Abu-Rumman

 <https://orcid.org/0000-0002-6388-6051>

Al-Ahliyya Amman University, Jordan

ABSTRACT

This chapter explores the enablers and inhibitors to effective knowledge sharing practices within different contexts and fields of work. It covers the benefits of knowledge sharing and explores some of the most commonly used methods referencing the experiences within the banking and financial sector, the higher education sector, the automotive industry, and within the field of community development. Reference is also made to the experiences of knowledge sharing in light of the COVID-19 pandemic. The chapter concludes by asserting that a ‘one size fits all’ approach to knowledge sharing and knowledge management is not feasible, but argues that there is equally strong evidence to support the view that knowledge sharing should be a key priority for all organizations in order for them to be sustainable and relevant in the longer term.

INTRODUCTION

This chapter aims to explore the enablers and inhibitors to effective knowledge sharing practices within different contexts and fields of work. It draws on evidence demonstrated in the current literature as to what factors support and promote effective knowledge sharing amongst individuals and teams within a single organizational entity and also between different organizations when working collaboratively or even competitively. It also examines and explains the potential inhibitors that exist in relation to knowledge sharing and explores the possible reasons and rationale for this, alongside highlighting a range of strategies used by different organizations that could be utilized to counteract such barriers.

Within the chapter, there is a focus on knowledge sharing experiences within a range of different sectors and industries, highlighting the commonalities between them, but also the distinct challenges that each face in leveraging the collective knowledge of their workforces and of others to gain competitive advantage in their field. This includes the automotive, aerospace, banking and finance, and higher

DOI: 10.4018/978-1-7998-7422-5.ch008

education sectors. The chapter also draws on the experiences of knowledge sharing in light of the COVID-19 pandemic and investigates knowledge sharing practices in the management of this worldwide crisis, with the aim of identifying the lessons that can be learned for future generations in relation to knowledge sharing on such a large and unprecedented scale

Ultimately, this chapter aims to provide a thought-provoking yet practical guide to better understanding how knowledge sharing practices can be encouraged and supported in different contexts and situations, how they interact with organizational culture and other factors, and the steps that can be taken to address any barriers which may exist to improve individual or collective organizational performance.

BACKGROUND

This section of the chapter provides a critical review of the key literature surrounding the issue of knowledge sharing, including exploring the definitions of knowledge sharing, the potential benefits, knowledge flows, and different methods that can be used to share knowledge.

Benefits of Knowledge Sharing

Knowledge sharing is a costly and intangible resource but one which can notably increase an organization's competitiveness in the market. Knowledge sharing plays a critical role in job performance by facilitating the efficient distribution of knowledge and increased productivity (Huie et al., 2020). Janus (2016) argues that a knowledge sharing organization views knowledge as a significant currency and values its operational experiences as opportunities for learning both internally through its employees and its external partners and stakeholders. Knowledge sharing is widely considered to represent an important component of knowledge management and a key determinant of its success (Ramjeawon & Rowley, 2017). Indeed, Nazim and Mukherjee (2016) argue that knowledge sharing is the single most important factor in the overall success of knowledge management.

Definitions of Knowledge Sharing

As a concept, knowledge sharing has been defined in many different ways. According to Ahmad (2017), knowledge sharing can be described as the exchange of task-related information, advice, and expertise to help others in carrying out daily tasks, solving problems, and developing new ideas. Abd-Mutalib et al. (2020) define knowledge sharing as a 'social interaction culture,' which involves exchanging knowledge, experiences, and skills throughout a department or organization. McAdam, Moffett, and Peng (2012) describe it more simply as the process of creating and exchanging information amongst individuals, groups, and organizations. Le and Lei (2019) refer to knowledge sharing as a process of interchanging knowledge and experience amongst individuals, which helps equip them with valuable knowledge and skills to achieve personal and organizational goals. In practice, it is a method for transitioning knowledge from one part of a business to another and can be viewed as both a theory and a practice.

While the term 'knowledge sharing' has been used synonymously with 'knowledge exchange,' the term is often differentiated from 'knowledge transfer.' According to Zheng (2017), knowledge transfer describes the moving and flow of knowledge between different areas, departments, and organizations rather than the more individualistic exchange of knowledge sharing. In the view of Tangaraja et al.

22 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage:

www.igi-global.com/chapter/effective-knowledge-sharing/286312

Related Content

Uncertainty and Information in Construction: From the Socio-Technical Perspective 1962-1966 to Knowledge Management - What Have We Learned?

Alan Wild (2005). *Knowledge Management in the Construction Industry: A Socio-Technical Perspective* (pp. 203-224).

www.irma-international.org/chapter/uncertainty-information-construction/25010

Effective Implementation of Knowledge Management Strategies and the Key Roles of Knowledge Ambassadors in Strategy Integration: A Longitudinal Participative Case Study of Cross-Divisional Strategy Integration

Annabeth Aagaard (2013). *International Journal of Knowledge Management* (pp. 31-46).

www.irma-international.org/article/effective-implementation-of-knowledge-management-strategies-and-the-key-roles-of-knowledge-ambassadors-in-strategy-integration/99642

Knowledge Sharing in Legal Practice

Chad Saunders (2006). *Encyclopedia of Knowledge Management* (pp. 515-522).

www.irma-international.org/chapter/knowledge-sharing-legal-practice/16992

Advocating Information System, Information Integration, and Information Sharing in Global Supply Chain

Kijpokin Kasemsap (2017). *Handbook of Research on Information Management for Effective Logistics and Supply Chains* (pp. 107-130).

www.irma-international.org/chapter/advocating-information-system-information-integration-and-information-sharing-in-global-supply-chain/166803

Knowledge Sharing Through Enterprise Social Media in a Telecommunications Context

Hajir Al-Mawaliand Kamla Ali Al-Busaidi (2022). *International Journal of Knowledge Management* (pp. 1-27).

www.irma-international.org/article/knowledge-sharing-through-enterprise-social-media-in-a-telecommunications-context/291706