Review of Literature on Antecedents of Knowledge Sharing Behavior of Employees

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ABSTRACT

Purpose: *A purpose of this research article is to systematically synthesize the extant literature on the article Knowledge sharing (KS) and antecedents of knowledge sharing attitude and to contribute predictions with the emerging theme.*

Design/Methodology/Approach: *The research paper adopted a systematic literature review using textual analysis for keywords and abstracts to identify the research hotspots. As well as the article analyzed and referred to several research articles from international and national journals on a random sampling basis.*

Findings/Result: *This abstract map ensues from the review to reveal the antecedents of KS at the individual and organizational levels. The review showed the importance of further studies in knowledge sharing, especially in the retail sector of India. Though there are many pieces of research on the antecedents of KS behavior, there is further scope to study the role of the Big five personality traits in KS behavior among employees.*

Originality/Value: *To the best of my knowledge, and provides a review of literature on the knowledge-sharing attitude of employees. This article is a systematic review of factors affecting KS behavior and proposes a concept map. The research augments the value of the growing literature on Knowledge sharing.*

Paper Type: *Review Paper.*

Keywords: Knowledge Sharing, Knowledge Transfer, Knowledge Management, Behavioral Factors, Personality Traits.

1. INTRODUCTION :

In the emerging growing economy, Knowledge is a core route of energy for the organization's survival and its competitive edge. Managing knowledge is a key task for the organization's success and innovation. In this global pandemic, many organizations have done modifications to the work culture and structure. The switch to remote work culture has reshaped every element of the workplace. It leads to a big challenge for the organization to capture the knowledge and transfer it among employees. The Global Human capital trends report published by Deloitte's 2020 reveals that Knowledge Management (KM) is one of the top three emerging issues that most companies face in the post-pandemic world. As per its survey, though preserving and building knowledge is more important for the organization in the coming years, only 9% are ready to implement the knowledge management process. In the post-pandemic, technology tools and platforms will assist the successful knowledge transfer in the organizations. This article focuses on the antecedents of Knowledge sharing (KS) behavior among employees across different Industries. Journals, articles, Books, and Theses regarding antecedents of KS have been collected from Google scholar, Scope us, and other platforms through keywords and works of literature.

The shift from the information society to a knowledge-led society has created a new way of thought process, where companies are bothering much about intangible information over visible and tangible information. KS is the fundamental activity in the organization process. The strategic significance of knowledge is intensified in the knowledge-based perspective of the firm [1]. Despite the significance

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of knowledge sharing in piling up a firm's organizational knowledge, which eventually augments the firm's competitive edge, there are reasons to acknowledge that employees are not willing to share their knowledge voluntarily [2]. They are motivated to share their knowledge. Even different researchers have identified various factors which influence KS attitude among employees and many researchers have identified the reasons for Knowledge hiding. Companies are embracing integrated systems to identify, manage, share and capitalize on the know-how, experience, and intellectual capital of employees. During the past decade, many companies invested heavily in knowledge management (KM) systems to enhance their ability to manage the enormous array of knowledge hidden within the many nooks and crannies of organizational life. However, most users of virtual KM systems realize that overseeing knowledge is a complicated process. To meet the business goals of today's organization, firms are dependent upon maximizing resources and eliminating redundancy, and automating the process. Further one of the essential parts of knowledge management is knowledge sharing. Irrespective of its product and services, if the organization is looking for successful operations then it must look into the effective use of knowledge in the organization.

The effective usage of knowledge is a fundamental element in all successful organizations, no matter what business they are doing, or what services they are rendering. The organizations must understand the fact that to use the knowledge effectively in the organization, it must need sufficient availability of a modest, disconnected handful of information to honor the organization's imperatives. KM must benefit the individuals to share the knowledge. But this cannot be accomplished in seclusion. Rather KM projects must recognize the significance of procuring productive platforms for the dissemination of knowledge [3]. The study of antecedents of KS requires In-depth investigations at this point because most organizations have understood the need for the KM and the Role of KS as a competitive edge in the organization. It will be more helpful for the organization to motivate the employees to share their intellectuality with others only after analyzing what motivates them to share it. The factors which influence the KS behavior of employees might differ accordingly to the industry standards and Duties assigned to the employees. The mastery of the organization to strive in the era of knowledge is discerned by the level of quality of mind that is rendered explicit in the product or services or the process of production. Creativity, innovation, explicit knowledge, and skills in practice are meant to be the quality of mind here.

2. OBJECTIVES OF THE STUDY :

The specific objectives of the review study are as follows:
(1) To systematically review the factors affecting KS behavior of employees across different industries.
(2) To understand the future research direction in the area of Knowledge sharing.

3. METHODOLOGY :

An extensive survey and review of existing literature about KS are carried out using a Historical Literature Review approach. This research is conducted based on secondary data and referred to many articles from international and national journals.

4. CONCEPTS IN KNOWLEDGE SHARING :

The definition of knowledge varies with the thought process of scholars. Many researchers have given different expressions for the knowledge. As per the Merriam-webster dictionary, knowledge is nothing but understanding, information, or skill that you get from experience or education. As per this meaning, knowledge is not inherent but is gained by the person through one's experience or education. It got its power because without knowledge no organization can get a competitive edge, or no person can take any initiative and it is a key to success. Moreover, we call today's economy a knowledge-driven economy after realizing the power of knowledge. Even Peter Drucker admits that knowledge has power because it monitors access to opportunity and progression [4]. In the past twenty years, knowledge has become a fundamental and precious asset of every organization. At present. It is contemplated as an entity that slowly shifts our personal, organizational, and socially intelligent performance [5].

According to Steve Morrissey Knowledge is "Information combined with experience, context, interpretation, reflection and is highly contextual. It is a high-value form of information that is ready

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for application to decisions and actions within organizations." [6]. The knowledge acquired by an individual is an output of one's experience and entails the norms by which one analyses exotic input from the surroundings. Knowledge is a mix of phrased experience, values, contextual information, expert insight, and grounded wisdom that procures a domain and framework for assessing and integrating new experiences and information. It emerges in the minds of knowers. In organizations, it is not only entrenched in documents or repositories but also organizational routines, practices, and norms [7].

4.1. Knowledge Management:

Knowledge management is all about creating a work environment that enables teamwork, collaboration, knowledge sharing, and continuous learning [8]. There is a belief that the creation and sharing of knowledge are fundamental for long-term organizational effectiveness that created a growing interest in Knowledge management [9]. O'Dell and Garrison (1998) expressed that value creation in the organization is possible with the help of KM, which exerts a systematic attitude to find, understand and use knowledge [10].

Several researchers have argued that Knowledge resource is the more significant than conventional assets like material, labor, and capital. So, it must be managed explicitly using KM technologies that support collaboration and communication and cover an enormous multiplicity of heterogeneous technologies such as computers, email, telephone, database, data-mining systems, search engines, the internet, and video conferencing equipment [11]. There have been varied techniques in formulating KM technology as a solution to enhance Knowledge dissemination, creation, and knowledge sharing in an organization's community. But these technologies have their benefits and drawbacks concerning technological advancement, user reception, adaptability, and success rate in the context of generating knowledge.

KM strategies invade and recognize the strategic protocols in managing Knowledge led activities in organizations [12]. The key element of an organization's competitive advantage lies in its unique combination of physical, organizational, and human assets [13]. The major challenge of the KM approach in the organization is to make employees share their knowledge. People think the knowledge they gained is their competitive advantage over others in the organization. The management of knowledge is both a factual and a process. As a factual, claim knowledge management is fully concentrated on the transfer of knowledge and information for the advantage of the organization [14].

4.2. The Objective of Knowledge Management:

- KM enhances the quality of management decision-making by assuring reliable and secure knowledge, information and data are available through the service lifecycle.
- It enables the organization to provide quality service efficiently and focuses on increasing the satisfaction level of users and aims at reducing the cost of service by reducing the rediscovering of knowledge.
- KM ensures that employees of the organization are having clarity and a clear understanding of their services and their impact on the users or customers.
- A service knowledge management system (SKMS) provides access to knowledge, information, and data that is appropriate to users.
- Collect, Analyze, store, share, use and maintain Knowledge, information, and data around the organization [15].

4.3 Knowledge Sharing:

KS is the process of sharing one's knowledge with others [16]. It facilitates the exchange of information or understanding between individuals, teams, communities, organizations, and systems provided by artificial intelligence. KS has given more significance in the present era to ensure that practice and policy are based on credible evidence [17]. There are many ways to share knowledge (especially, information, skills, or expertise) in the organization. In the present scenario information or knowledge is shared among the people, friends, families, peers, communities, and within or outside the organization through conversations, meetings, learning sessions, workshops, videos, and other communication media. Most of the past research is limited to the static perspective of the KS. Because it has significantly focused on the traits of sharing parties, shared knowledge, environment, and the

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layer at which knowledge is shared [18]. KS includes observations, imitations, and practices with the use of online learning platforms only confined to conversations and meetings [19]. One of the valuable assets which create and sustain a competitive advantage for the organization is Knowledge. Many factors influence KS behavior among the employees such as organizational culture, trust, incentives, and so on. Though technology has gained more importance in KS in the organization, some employees still resist sharing knowledge with the organization. In this digital world, websites and applications enabled the easy flow of knowledge between an individual or within teams learning became easier through this. Individuals can easily reach people who wish to learn and share their talent to get rewarded.

KS plays a major role in managing organizational knowledge. It covers several activities such as Knowledge Identification and access to be transferred and applied to take a decision and solve problems which leads to effective and efficient completion of the organizational task. The success of the business depends upon how well the KS system is implemented in the organization. It increases the effectiveness of the organization's decision-making ability. KS enables the development of skills, enhances competency, and fosters competitive advantage for firms [20]. Employees' performance can be increased with the help of KS behavior. KS is a method of social interaction where the exchange of thoughts, knowledge, expertise, and even skills among a group of employees. These interactions will be fruitful for the improvement of employee performance [21].

KS is a process of bridging organizational interdependencies inherent in organizational activities which gives an understanding of the types of knowledge at stake in KS and analyses the channels, best suited for sharing Knowledge [11]. Employees' performance in the organization is mainly affected in two ways. That is through knowledge sharing and transfer of training. It has a significant impact on employee performance improvement. So, organizations must adopt methods that support KS behavior among employees [22]. KS behavior can be boosted by adopting the KM system in the organization. it has two ways. The first involves explicit knowledge and is connected to the capability to help create a store and use explicitly documented knowledge by using IT. The second path is connected to tacit knowledge sharing through exchanges that can turn intention to KS into the actual behavior of KS [22]. Most of the researchers proved that there is a correlation between KS with employee performance. KS enables to development of skills and competency and improves the quality of service and maintains competitiveness. The organizational environment must support KS behavior. A sound atmosphere where effective KS exists, it improves and enhances the performance of the organization. An employee who gained accurate knowledge and skills must necessarily distribute the skills and knowledge to fellow workers and members of the organization for the betterment. Employee performance can be highly correlated with the upgradation of job skills which is possible only with the KS mechanism [22].

Many factors encourage KS attitudes among individuals. The effective KS begins with the Intention to share the knowledge. Extrinsic motivators, socio-psychological forces, and organizational climate are the core factors that influence KS intentions. But extrinsic rewards put forth a negative effect on individual KS attitudes [23]. The study conducted in Malaysia among SMEs found that Trust, formalization, knowledge technology, empowering leadership, effective reward system, and motivations positively influence the KS among SMEs [24]. Even work ambiance, as well as structure and time elements of the work, affect the KS behavior. Individuals who have more pressure on the work or whose work is bound with a time element are significantly less interested in sharing knowledge. Time pressure is also one of the core elements which influences the KS attitude of employees [25].

Leadership plays an important role in getting things done by the employees of the organization. A good leader can take wise decisions in the organization through his/her leadership style. There is not much research conducted in the area of leadership connecting to KS in India. The common question that arises in this issue is the impact of leadership style on KS behavior among employees. Transformational leadership style has a very positive impact on explicit and implicit KS behavior among employees [26]. The value of knowledge person-to-person knowledge transfer depends upon knowledge complexity and knowledge teachability. But Knowledge observability lacks significance in the person-to-person knowledge transfer [27]. An individual who has a wider social network tended to perceive more value in the person-to-person transfer of knowledge than one who has a smaller network.

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One of the methods to enhance the KS attitude in the organization is through mentoring, several kinds of research have been conducted in this area, to check the impact of mentorship on Employee's Knowledge sharing attitudes. The major findings in this area are mentoring professionals and managers has a significant impact on the employee organizational commitment and employee KS attitude. The behavior of an employee towards his/her work commitment and KS can be enhanced or improved with the help of professional mentoring at the workplace [28]. A knowledge management system (KMS) plays a very big role in the KS. The individual knowledge-sharing behavior of KMS is motivated by organizational cultural dimensions such as management support and reward policy. Even system technical characteristics especially system quality has an impact on KS. But information technology service quality and peer trustworthiness were not core motivators of individual KS behavior [29].

Globalization has encouraged many business houses to adopt the community of practice as a tool for KM initiatives. community of practice within business organizations depends upon organizational factors such as top management, organization structure, and organization culture [30]. One of the emerging tools of KS in the present era is the internet and social media. These tools have made a smooth flow of information in human lives. Even these tools are a wonderful platform to express their thoughts and circulate information among the communities. Even many professionals share their thoughts and ideas through weblogging. It is a unique platform where individual knowledge is shared in the community as well as it assists the community to share their expertise. This lens of sharing culture has led people to volunteer to share their knowledge on the virtual platform [31]. Trust plays an important role in the KS behavior of employees [32]. Along with the trust even the reward system of the organization, culture, KM system quality, openness in communication, and face-to-face interactive communication do have an impact on KS [33]. Even individuals get the motivation to share their knowledge when they find benefits from it. Reciprocal benefits, knowledge self-efficacy, and enjoyment in helping others are significantly associated with KS attitude and behavior [35].

5. SUMMARY OF RELATED WORKS :

Table 1 and 2 represents a summary of related works in the Knowledge Sharing and Knowledge Transfer domain that was elicited in the previous sections.

Table 1: Scholarly literature on Knowledge Sharing

S. No.	Area and Focus of the Research	The outcome of the Research	References
1	Knowledge Sharing	The diversity related to nationalism and linguistics has a significant impact on the knowledge-sharing attitude of the employees over age and gender.	Lauring, J., & Selmer, J. (2012). [57].
2	Knowledge Sharing	Organizational learning and organizational effectiveness can be enhanced through effective knowledge sharing in the organization. The extent to which the individual intellectual capital is transformed into an organizational asset the greater the organization's effectiveness.	Yang, J. T., (2007). [48].

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3	Knowledge Sharing	The fundamental requirement for effective organizational knowledge sharing is commitment from the employees. If employees are committed to the work and organization then it will positively affect the KS behavior of the employees, Even the communication climate does matter for the KS process. A constructive communication climate always favors the KS attitude of the employees.	Van Den Hooff, B., & De Ridder, J. A., (2004). [43].
4	Knowledge Sharing	Trust is a foundation for the KS behavior of the employees. Affect-based trust boosts the willingness of the employees to share tacit knowledge. Whereas cognition based trust encourages a willingness to use tacit knowledge.	Holste, J. S., & Fields, D. (2010). [44].
5	Knowledge Sharing	In an organization, collectivism motivates the KS attitude. The context of collectivism varies with the organization as well as its demographic elements.	Zhang, X., De Pablos, P. O., & Xu, Q., (2014). [47].
6	Knowledge Sharing	Organizational knowledge sharing is connected with the individual attitude towards learning and sharing. Enhancing and habituating the attitude of knowledge sharing is the task of the managerial personnel of the organization. When this attitude became a habit among the employees then it supports the organizational KS.	Yang, J. T., (2008). [48].
7	Knowledge Sharing	Trust significantly affects KS self-efficacy. Professional virtual communities are the major source of knowledge dissemination among professionals. But the low willingness of the employees resulted in a negative impact on the KS.	Lin, M. J. J., Hung, S. W., & Chen, C. J., (2009). [49].
8	Knowledge Sharing	Trust, information systems, rewards, and communication are the main core element that influences the KS attitude of employees.	Al-Alawi, A. I., Al-Marzooqi, N. Y., & Mohammed, Y. F., (2007). [50].
9	Knowledge Sharing	Employee job performance is linked with individual knowledge-sharing behavior. If an employee is motivated for knowledge seeking and knowledge dissemination, then it will lead to better job performance.	Davison, R. M., Ou, C. X., & Martinsons, M. G., (2013). [51].
10	Knowledge Sharing	Greed is the main reason which reduces the KS attitude of an employee. Self-efficacy is the main motivator for KS's behavior.	Lu, L., Leung, K., & Koch, P. T., (2006). [52].

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Table 2: Scholarly literature on Knowledge Transfer

S.No	Area and Focus of the Research	The outcome of the Research	References
1	Knowledge Transfer	Individuals who are good at transferring their experience or knowledge in the organization may be it explicit or implicit knowledge are the ones who are productive in the organization.	Argote, L., Ingram, P., Levine, J. M., & Moreland, R. L. (2000). [53].
2	Knowledge Transfer	Knowledge transfer in the organization depends on many factors. Individual relationships with the subordinates will affect the knowledge transfer. An individual network range is also a major factor we must consider in this process. The extent to which an individual has a network in the organization is the extent he/she is updated and experiences the organization's know-how. Even one's ability to express complex thoughts to a heterogeneity group is also a factor that influences the Knowledge transfer process in the organization.	Reagans, R., & McEvily, B. (2003). [54].
3	Knowledge Transfer	Effective knowledge transfers in the organization demand management involvement in the knowledge transfer process. Management must create a platform where the communication process is open and honest and must create trust among employees. Effective mentoring is the biggest knowledge transfer technique in the organization.	McNichols, D. (2008). [78].
4	Knowledge Transfer	Extrinsic factors will not always encourage knowledge-sharing behavior among employees. Especially in nonprofit organizations, intrinsic factors influence the knowledge-sharing attitude of an employee over extrinsic factors.	Cruz, N. M., Pérez, V. M., & Cantero, C. T. (2009). [88].
5	Knowledge Transfer	Knowledge is considered one's intellectual property. These intellectuals are shared among the people when there are no commercials involved in it. If these intellectuals are bounded by commercialization, then such intellectuals are not shared or transferred easily.	Landry, R., Amara, N., & Ouimet, M. (2007). [93].

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6	Knowledge Transfer	The competitive advantage of multinational companies depends on their ability to exploit the locally created knowledge worldwide. Time, space, culture, and language play an important role in this type of exploitation of knowledge.	Schlegelmilch, B. B., & Chini, T. C. (2003). [94].
7	Knowledge Transfer	The major hurdle to effective knowledge transfer is knowledge tacitness, cultural and communication differences, knowledge gaps, and weak relationships. Which hinders the effective flow of knowledge transfer in the organization.	Chen, J., Sun, P. Y., & McQueen, R. J. (2010). [103].
8	Knowledge Transfer	The knowledge that creates a competitive advantage for the organization also creates barriers to internal transfer.	Bou-Llusar, J. C., & Segarra-Ciprés, M. (2006). [104].
9	Knowledge Transfer	Knowledge transfer is a separate broad concept, whereas knowledge sharing is a subset of knowledge transfer. Even knowledge sharing is not the immediate process of knowledge transfer.	Tangaraja, G., Rasdi, R. M., Samah, B. A., & Ismail, M. (2016). [105].
10	Knowledge Transfer	It is observed that E-Learning plays a major role in the knowledge transfer among employees in the organization. Especially in the nursing industry, it has made a great impact on knowledge transfer among nurses.	Lahti, M., Kontio, R., Pitkänen, A., & Välimäki, M. (2014). [106].

6. FACTORS AFFECTING KNOWLEDGE-SHARING BEHAVIOR AMONG THE EMPLOYEES :

KS is the foundation for the organization's knowledge management strategy. Despite the need for KS practices in the organization, several organizations fail to meet the KS goals. These can be broadly classified as Personal /individual barriers, Organisational barriers, and Technological barriers. Many factors affect the KS behavior among the employees in an organization. These factors are as follows:

(i) Lack of trust: Trust is the fundamental element in KS behavior among employees. Lack of trust demotivates the employees to share their knowledge in the organization. When employees feel their colleagues are trustworthy and the organization can be trusted to share their knowledge normally knowledge sharing will arise in the organization [21]. Individuals tend to share their knowledge among themselves within a trusted organization. Employees are always willing to provide useful knowledge to each other only when they find confidence in the organization and get enough time. KS culture leads to improvement in service quality as well as enhances competitive advantage [20].

(ii) Fear of losing the position or importance: Another reason for the ineffective knowledge transfer in the organization is, fear among the employees. Employees feel that if they share their implicit or explicit knowledge with others, they will lose their value or competitiveness in the organization. Employees normally will not share their knowledge easily, when they spent the cost for the acquisition of the knowledge .it may be time or monetary elements. When they spend for the srnowledge acquisition process normally they expect a return or reward for sharing knowledge.

(iii) Lack of time and Platform: When the organization's ambiance is not supportive of KS then it will lead to Knowledge hiding among employees. Employees may be intended to share their

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knowledge but the absence of a suitable platform leads to blockages in the knowledge-sharing behavior. Even employee time is also a major element in the KS. When sharing knowledge kills the employee's productive time and if it is unofficially organized probably no employees can spare that knowledge

(iv) Poor interpersonal skills: when employees lack oral and written communication it will lead to poor knowledge sharing in the organization. Even interpersonal skill is more important in knowledge-sharing behavior. When employees interact with others easily and good interpersonal relationship is maintained in the organization then it will positively affect the KS attitude of the employees.
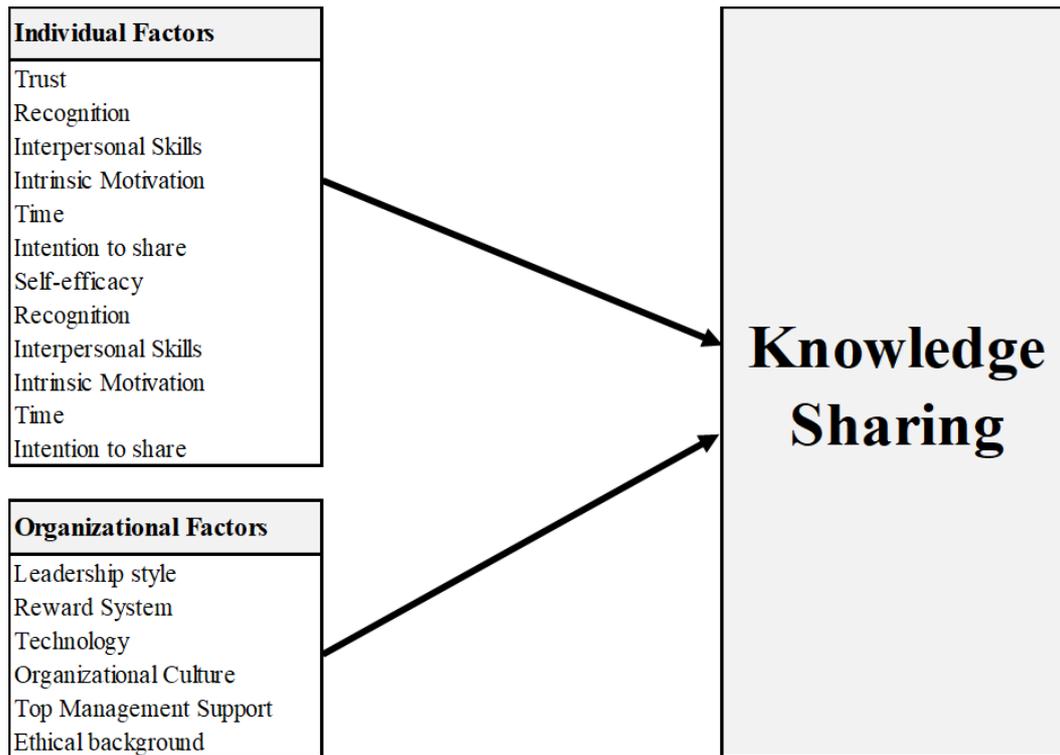
(v) Differences in the cultural and ethical background: In an organization where a diversified workforce exists, it has a challenging environment for KS behavior. People come up with different values and their ethical standards are depending upon their background. So an effective KS organization policy or KM structure will enhance the KS behavior in this type of environment. The absence of ethical and cultural factors will create a hurdle for the KS [37]. Self-efficacy on individual intention regarding their potential to perform the task is the core motivational cognitive mediator and it is the needle of KS [21]. Organizational culture is a common value, beliefs, and standards that are imbibed by the members of the organization. It plays a significant role in sharing knowledge in the organization.

(vi) Lack of leadership and Management direction: Leadership plays a very significant role in the KS process of the organization. A good leader makes employees grow along with the organization. Effective leadership creates a platform where employees are open to learning and coordinating with Organisation as well as self-development. Ultimately it creates KS behavior among the employees. When an organization lack effective leaders then it creates confusion among the employees and employees may be open to the KS. Several pieces of research have identified the relationship between the role of leaders in knowledge dissemination. When an organization lacks effective leadership prevails always it will lead to confusion among the employees. Knowledge-sharing behavior will largely be affected by the proper management direction and effective and appropriate leadership styles.

(vii) Lack of transparent reward or recognition system: Employees feel like sharing knowledge if the organization creates a bond with them. They expect recognition for their efforts and intellectual assets as well even they seek transparency in the overall organization system, especially in the reward system. When they find the overall reward system prevailed in the organization is fair and transparent they are bound to share their intellectuality with others [21]. Many types of research have shown the significance of reward and recognition on KS behavior. Incentives are the major driving force that motivates the KS attitude among employees. Even performance-based programs contribute significantly to KS.

(viii) Corporate culture: Organization culture plays a significant element in the dissemination of information within and outside the organization. Corporate culture is the values, beliefs, and standards that are established by the members of the organization [21]. Most of the corporate created the KS culture as the inherent system of the organization. In such organization, there will be a smooth flow of knowledge among the employees. Where there is a lack of corporate culture of knowledge Management or KS, then it is very difficult to create an easy flow of knowledge dissemination [21]. The success of the knowledge-sharing process is depending on the active participation and engagement of the management. This creates a KS routine in the organization which is crucial to evaluating the effectiveness of the KS process. Effective KS process can be initiated by building confidence within the organization, providing enough time, and maintaining the appropriate KS culture in the organization. Which will result in improvement in the quality and competitiveness of employees in the organization [20].

(ix) Technology Barriers: Even though the organization motivates individuals to share their knowledge with the help of technology it failed to enhance the knowledge-sharing behavior among the employees. As per the [38]. Organizations are establishing the KMS and forcing employees to enter their knowledge into an IT system. KMS is the root of databases such as ERP systems, document management systems, workflow management systems, etc. It is a common access point for users.

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Fig. 1: Factors influencing knowledge sharing behavior

7. CURRENT STATUS & NEW RELATED ISSUES :

Many works of literature have identified the major antecedents of the knowledge-sharing attitude of individuals in an organization. Many intrinsic and extrinsic factors influence the right attitude of KS. A fundamental requirement of organizational knowledge sharing is commitment from the employees. If employees are committed to the work and organization then it will positively affect the KS behavior of the employees, even the communication climate does matter for the KS process. A constructive communication climate always favors the KS attitude of the employees [39]. But the major question that arises is, how to set up the commitment among employees and how to determine the commitment level. Organizational knowledge sharing is connected with the individual attitude towards learning and sharing. Enhancing and habituating the attitude of knowledge sharing is the task of the managerial personnel of the organization. When this attitude became a habit among the employees then it supports organizational knowledge sharing [40].

Organizational diversity does have an impact on the knowledge-sharing attitude of an employee. The context of diversity means the demographic, national, linguistic, and cultural background of the employees. The diversity related to nationalism and linguistics has a significant impact on the knowledge-sharing attitude of the employees than age and gender [41]. Organizational learning and organizational effectiveness can be enhanced through effective knowledge sharing in the organization. The extent to which the individual intellectual capital is transformed into an organizational asset the greater the organization's effectiveness [42]. A fundamental requirement of organizational knowledge sharing is commitment from the employees. If employees are committed to the work and organization then it will positively affect the KS behavior of the employees, even the communication climate does matter for the KS process. A constructive communication climate always favors the KS attitude of the employees [43].

Trust is a foundation for the KS behavior of the employees. Affect-based trust boosts the willingness of the employees to share tacit knowledge whereas cognition-based trust encourages the willingness to use tacit knowledge [44]. Trust significantly affects KS self-efficacy. Professional virtual communities are the major source of knowledge dissemination among professionals. But the low willingness of the employees resulted in a negative impact on the KS [45]. Trust, information systems, rewards, and communication are the main core element that influences the KS attitude of an employee [46]. In an organization, collectivism motivates the KS attitude. The context of collectivism varies with the organization as well as its demographic elements [47].

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As we stated before, employee job performance is linked with individual knowledge-sharing behavior. If an employee is motivated by knowledge seeking and knowledge dissemination, then it will lead to better job performance [48]. Greed is the main reason which reduces the KS attitude of an employee. Self-efficacy is the main motivator for KS behavior [49]. Individuals who are good at transferring their experience or knowledge in the organization may be it explicit or implicit knowledge are the ones who are productive in the organization. [50-59]. Knowledge transfer in the organization depends on many factors. Individual relationships with subordinates affect knowledge transfer. An individual network range is also a major factor we must consider in the process. The extent to which an individual has a network in the organization that extent he is updated and experiences the Organisation's knowhow. Even one's ability to express complex thoughts to a heterogeneous group is also a factor that influences the Knowledge transfer process in the organization [60-75]. Effective knowledge transfers in the organization demand management involvement in the knowledge transfer process. Management must create a platform where communication is open and honest and must create trust among employees. Effective mentoring is the biggest knowledge transfer technique in the organization [76-85]. Extrinsic factors will not always encourage knowledge-sharing behavior among employees. Especially in non-profit organizations, intrinsic factors influence the knowledge-sharing attitude of an employee over extrinsic factors [86-90]. Knowledge is considered one's intellectual property. These intellectuals are shared among the people when there are no commercials involved in it. If these intellectuals are bounded by commercialization, then such intellectuals are not shared or transferred easily [91].

The competitive advantage of multinational companies depends on their ability to exploit the locally created knowledge worldwide. Time, space, culture, and language play an important role in this type of exploitation of knowledge [92-100]. The major hurdle to effective knowledge transfer is the knowledge tacit, cultural and communication differences, knowledge gaps, and weak relationships. Which hinders the effective flow of knowledge transfer in the organization [100-104]. The knowledge that creates a competitive advantage for the organization also creates barriers to internal transfer [111]. Knowledge transfer is a separate broad concept, whereas knowledge sharing is a subset of knowledge transfer even knowledge sharing is not the immediate process of knowledge transfer. [105]. It is observed that E-Learning plays a major role in the knowledge transfer among employees in the organization especially in the nursing industry, it has made a great impact on knowledge transfer among nurses [106].

8. RESEARCH GAP :

There are various antecedents for knowledge sharing many researchers have identified various factors which influence the knowledge sharing attitude of individuals across different industries in various countries. We have observed that there is not much research conducted in the Indian retail sector related to the knowledge-sharing behavior of employees. As culture and diversity are the major factors that affect individual knowledge-sharing behavior, these cultures significantly vary among the countries. Indian culture has a very significant impact on the knowledge-sharing behavior of employees as well. So the research aims on finding the factors which influence the KS attitude of Indian retail employees. Further, we observed that altogether personality factors play a major role in Ks behavior of an employee. Though many kinds of research aimed at the impact of big five personality traits on the KS attitude of the employees, the research has not been done in the Indian retail industry. So we found the research gap in knowing the impact of personality traits on the KS attitude of employees in the Indian retail industry.

9. LIKELY DIRECTIONS FOR FUTURE RESEARCH :

As there is a wide difference in the culture among the people across different countries, even it will have a different impact on the individual's attitude towards knowledge sharing. As there is a need for high motivation and confidence among employees to cultivate an effective KS culture in the organization, especially in SMEs [24], as there is much scope for research in the SMEs, especially in the area of Ks, Future research could be on the comparison of manufacturing and service sectors employees' attitude on the knowledge sharing attitude. The organizational climate exerts a strong influence on the KS behavior of the employees. Especially the operation of the enterprise concerning its fairness, innovativeness, and affiliation creates an impact on the psychological aspect of KS behavior [23]. There is a scope for further research in analyzing the impact of KS intention on KS

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behavior. The intention to share knowledge is greatly affected by the surrounding environment of the employees. Work ambiance is the biggest influencer of the KS. The atmosphere of High-tech companies encourages KS behavior [36]. The detailed investigation of reviews of various research articles in connection with the antecedents of KS has given us a roadmap for further study. There are not many studies had applied the role of the big five personality traits on KS behavior. We found somewhere these personality traits have been given little attention and neglected in the details study. The big five personality traits extraversion, agreeableness, openness, conscientiousness, and neuroticism have a different impact on KS behavior. Those who are enjoying high extroversion and conscientiousness have the upper hand in communicating and sharing their knowledge as they do their inclination towards open interaction and enjoy helping others. nevertheless, those who have high neuroticism might be reluctant and follow safer measures in sharing information with their peers or strangers [37]. Even future research can also be on how these anticipated time pressure and recognized competition influence the knowledge-sharing behavior of employees in the organization. leadership styles of the leader will influence the knowledge-sharing attitude of the employees. Hence there is little research on this area in the Indian context future research can be on this as well.

This research article has analyzed the antecedents of knowledge-sharing behavior of employees in different industries. Different nations and authors expressed different factors which affect the knowledge-sharing behavior of an employee. This diversified workforce led to differences in the factors which affect the KS attitude. But there is not much research on the Big Five personality traits that impact the KS behavior among employees also we have observed that in the retail industry specifically in the Indian context, not much research has been done on this. There is a need for research on the Role of the Big five personality traits on the KS attitude of employees in the Indian retail industry.

Few articles have focused on the impact of Big five personality traits on the KS attitude of employees. In the field of teaching, it has a positive impact. The personality of the teachers positively affects the KS behavior but the trait of conscientiousness has no impact on the KS attitude of teachers [107]. The trait of openness to experience and agreeableness is the most significant factor which influences KS behavior of employees but neuroticism has a significantly negative impact on KS [108]. Knowledge acquisition (KA) activities of individuals vary with their level of conscientiousness. Those who have high conscientiousness are more involved in KA than those who have low conscientiousness [109].

10. CONCLUSION :

This article objected to finding future research opportunities in the field of Knowledge sharing. Many research article from different sources has been collected in the area of KS. We found that in this VUCA (Volatility, uncertainty, complexity, Ambiguity) world, Knowledge plays a significant role in getting a competitive advantage. Organizations are adopting the KM system to disseminate and store organizational knowledge. We analyzed various factors which motivate KS behavior among employees. Several works of literature stated different factors which motivate KS attitude it may be Organisational factors as well as individual factors. In individual factors, the personality of an individual greatly influences the KS attitude of an employee. There are different researches stating the significance of big personality traits' relevance in KS behavior. We have observed that this research has been mainly conducted in non-retail sectors and there is not much research has been conducted in the Retail sector that too especially in the Indian retail sector. So the conclusion of this paper is, that there is a research gap in the KS domain, specifically on the KS attitude of employees in the Indian retail market. Further research can be conducted on "Impact of personality traits on KS attitude on employees in Indian retail industry.

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