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Organizational Culture on Knowledge Sharing: Literature Review

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ABSTRACT (9 pt)

Objective: *This research investigates the influence of organizational culture on knowledge sharing practices through a Systematic Literature Review (SLR) approach that follows strict protocols to minimize bias.* ***Method:*** *The SLR process began with a literature search using Harzing's Publish or Perish on Google Scholar, Semantic Scholar, and Scopus databases with the keywords "organizational culture", "corporate culture", "knowledge sharing", "knowledge exchange", and "knowledge transfer", resulting in 320 initial articles (2019-2025). Inclusion criteria included English/Indonesian articles that presented empirical evidence on the causal relationship between organizational culture and knowledge sharing, while opinion articles, non-full text, and studies without explicit analysis were excluded. After a three-stage selection (title screening, abstract screening, full-text assessment), 78 articles were eligible for thematic analysis using NVivo 12. The main themes identified include: (1) the dominance of the collaborative culture dimension in facilitating knowledge sharing, (2) the ambivalent role of authoritarian leadership as both an obstacle and a driver of knowledge exchange efficiency, (3) technological literacy inequality as a critical moderator, and (4) the dynamics of knowledge hoarding in hierarchical organizations.* ***Results:*** *The analysis shows that 65% of the studies are concentrated on the corporate sector, while NGO and public service contexts account for only 12%. The main limitations lie in the methodological heterogeneity of the reviewed studies (65% quantitative, 28% qualitative, 7% mixed) and geographical bias (82% of studies from Asia and Europe).* ***Novelty:*** *Nevertheless, the synthesis of findings reveals a pattern that an organizational culture based on psychological safety and a non-monetary incentive system increases the intensity of knowledge sharing by 40%. This study recommends an integrative framework that combines Resource-Based View and Social Exchange theories for future studies.*

INTRODUCTION

In today's knowledge-based economy, knowledge sharing has become one of the important processes in organizations to increase competitive advantage. Knowledge sharing is the process of exchanging and disseminating knowledge between individuals, groups, or organizations (Crhová & Matošková, 2019; Rajendran & Rajagopal, 2015). Through knowledge sharing, organizations can make optimal use of the intellectual capital of their employees to generate innovation, increase productivity, and achieve better performance (Boer et al., 2016). The knowledge shared can be in the form of experience, expertise, insights, or other important information relevant to the organization's tasks and goals (Castaneda & Ramírez, 2022; Zapata & Rojas, 2022).

The knowledge sharing process involves social interaction and communication between individuals in the organization. It is not just a one-way transfer of information, but it also includes dialogue, discussion, and collaboration that allows for mutual understanding and the creation of new knowledge (Masih et al., 2018; Poleacovschi & Javernick-Will, 2020). Knowledge sharing can occur through various channels, both formal such as training, documentation, and knowledge management systems, and

informal ones such as conversations, mentoring, and social networks (Inomata et al., 2016; Widén, 2018).

However, the knowledge sharing process in an organization does not always run smoothly. Many factors can affect the effectiveness of knowledge sharing, one of which is organizational culture. Organizational culture is a set of shared values, beliefs, and assumptions that guide the behavior of organizational members (Al-Alawi et al., 2022; Kucharska & Wildowicz-Giegiel, 2017). Organizational culture shapes daily norms, attitudes, and practices within the organization, including how employees interact, communicate, and share knowledge with each other (Benyahya & Matošková, 2021).

Organizational culture can create an environment that encourages or hinders the process of knowledge sharing. For example, an organizational culture that emphasizes openness, trust, and collaboration tends to encourage a freer and more active exchange of knowledge (Ahmed et al., 2020; Islamy et al., 2020; Zapata-Cantú et al., 2019). In this kind of culture, employees feel supported and valued to share their ideas, experiences, and expertise. They are also more likely to proactively seek out and leverage knowledge from their colleagues (Kucharska & Wildowicz-Giegiel, 2017).

Conversely, organizational cultures that tend to be individualistic, competitive, and hierarchical can hinder employees' willingness to share knowledge (Q. Liang & Yin, 2024). In a culture that emphasizes competition and individual achievement, employees may be reluctant to share knowledge for fear of losing their competitive edge. Rigid hierarchical structures can also hinder the free flow of knowledge between levels of the organization (C. Liang et al., 2016).

In addition, cultural factors such as power distance, uncertainty avoidance, and short-term vs. long-term orientation can also affect the dynamics of knowledge sharing in organizations (Kucharska et al., 2018). For example, a culture with a high power distance can hinder communication and knowledge sharing between superiors and subordinates. Cultures that are oriented towards avoiding high uncertainty may rely more on formal rules and procedures than on informal knowledge sharing.

Although the relationship between organizational culture and knowledge sharing has been extensively studied, three critical gaps still need to be explored. First, the dominance of research focus on national culture ignores the unique organizational cultural variations that arise even in the same national context, even though this differentiation can be key to the dynamics of knowledge exchange (Laubengaier et al., 2019). Second, studies tend to reduce the complexity of organizational culture by exploring only partial dimensions such as collectivism or power distance (Mali et al., 2020), while holistic approaches to multidimensional culture—such as innovation, risk tolerance, or long-term orientation—are still overlooked. Third, contextual interactions between organizational culture and ecosystem factors such as transformational leadership styles, collaborative network structures, or adoption of AI-based technologies have not been adequately mapped, although these factors may reinforce or

even neutralize cultural influences on knowledge sharing (De La Rada Avalos et al., 2024; Xenikou, 2022).

In the context of contemporary organizational dynamics characterized by hypercompetition and technological disruption, the capacity of organizational entities to effectively mobilize knowledge capital has become a critical factor of competitive sustainability. However, academic discourse on the causality mechanisms between multidimensional constructs of organizational culture—including value systems, social-institutional norms, practices carried out, and artifactal manifestations—and the behavioral dynamics of knowledge sharing still show epistemological fragmentation. The absence of a holistic theoretical synthesis related to the moderation of contextual factors (e.g., leadership type, matrix versus hierarchical structure design, technological capabilities) creates a theoretical blind spot that hinders the formulation of predictive models for the optimization of knowledge flow. This literature review addresses these epistemic needs through the critical integration of cross-sectoral empirical studies and geocultural contexts, while advocating for a contingency approach in analyzing the complex interactions between cultural variables and organizational ecosystems. Without systematic deconstruction of paradoxes in the existing literature (e.g., inconsistencies in the impact of group culture on knowledge-holding behavior), organizations could potentially experience strategic inertia in the transformation toward a knowledge-intensive paradigm.

This synthesis of findings represents an action imperative for organizational architects to engineer cultural ecosystems that maximize knowledge permeability. Operationally, this requires the deliberate institutionalization of collaborative schemes through the internalization of values based on mutual norms, the reconfiguration of structural porosity through ambidextrous design (accommodating the duality of exploration-exploitation), and the orchestration of technologies that combine corporate social networks with AI-based knowledge recommendation systems. The revolutionary implications of SLR lie in the proposal of a dynamic alignment framework that integrates cultural diagnosis with workforce analytics to predict the readiness for knowledge sharing, as well as the design of socio-technical systems that combine reward mechanisms based on knowledge reciprocity with the institutionalization of hybrid knowledge spaces.

Knowledge Sharing

Knowledge sharing is a fundamental process in knowledge management that involves the exchange and dissemination of knowledge, both explicit and tacit, between individuals, groups, or organizations (Jafari Navimipour & Charband, 2016; Yusoff et al., 2020). The main objective of knowledge sharing is to make optimal use of the organization's intellectual assets by allowing members of the organization to access, learn, and apply relevant knowledge in their daily work (Baporikar, 2020; Edwards, 2016). Through effective knowledge sharing, organizations can drive innovation,

increase productivity, accelerate problem-solving, and achieve sustainable competitive advantage (Islamy et al., 2020; Suseno et al., 2024).

The knowledge that is the focus of knowledge sharing can be categorized into two main types: explicit knowledge and tacit knowledge (Davies, 2015; Summerscales, 2024; Zapata & Rojas, 2022). Explicit knowledge is knowledge that can be easily articulated, codified, and transferred through formal language such as documents, manuals, procedures, or databases. Explicit knowledge is objective, systematic, and easy to communicate and understand by others. Examples of explicit knowledge include research reports, manuals, patents, or presentations (Attard et al., 2021).

On the other hand, tacit knowledge is subjective, personal, contextual, and difficult to formalize. Tacit knowledge is rooted in individual experiences, perceptions, intuitions, and values. This knowledge is often not explicitly realized by the individual who possesses it and is more acquired through direct experience, socialization, and practice. Examples of tacit knowledge include technical skills, a deep understanding of customers, or the ability to build interpersonal relationships. Tacit knowledge transfer generally requires direct interaction, face-to-face communication, and shared experience sharing between individuals (Pérez-Fuillerat et al., 2019; Summerscales, 2024).

Knowledge sharing can occur at various levels within the organization, from the individual level to the level of the organization as a whole (F. Ahmad, 2018; Atkova & Tuomela-Pyykkönen, 2014). At the individual level, knowledge sharing involves the individual's willingness and ability to communicate and share the knowledge he or she has with colleagues, both through formal and informal interactions. Factors such as an individual's personality, motivation, confidence, and communication skills can affect the intensity and effectiveness of knowledge sharing at this level (Ali & Dominic, 2016; T.-P. Liang et al., 2008; R. Zhang & Wang, 2022).

At the group or team level, knowledge sharing occurs through interaction, discussion, and collaboration between group members. Teams or communities of practice formed around shared interests, expertise, or projects can be effective forums for sharing knowledge, experiences, and best practices. Factors such as team cohesiveness, member diversity, and supportive leadership can influence the dynamics of knowledge sharing within the group (Bodla et al., 2018; Q. Liang & Yin, 2024; Salloum et al., 2022).

At the organizational level, knowledge sharing is facilitated by structures, systems, cultures, and leadership that encourage knowledge exchange across departments, functions, and hierarchies (Blagov et al., 2018; Taghipour et al., 2016). Organizations can design flatter and more flexible structures to facilitate the flow of knowledge, implement technology-based knowledge management systems, and create a culture that values learning and knowledge sharing. Visionary, supportive, and empowering leadership also plays an important role in promoting knowledge sharing across the organization (Abdelrahman, 2019; Arun, 2017).

Various factors can affect the effectiveness of knowledge sharing in an organization, which can be broadly grouped into three categories: individual factors, organizational factors, and technological factors (Jiang & Chen, 2021). Individual factors include personality characteristics, intrinsic and extrinsic motivations, trust levels, and interpersonal communication skills. Individuals who are open, sociable, motivated to learn, and have high trust in colleagues tend to be more active in sharing knowledge (C. Liang et al., 2017; Rawung et al., 2015).

Organizational factors include organizational culture, organizational structure, leadership style, and reward system. An organizational culture that emphasizes openness, collaboration, and continuous learning can create an environment conducive to knowledge sharing (Cleveland & Ellis, 2015). A flatter organizational structure with fewer hierarchical barriers facilitates a smoother flow of knowledge. Supportive, transformational, and empowering leadership encourages employees to share knowledge. A reward system that recognizes and rewards knowledge-sharing behaviors can also be an effective incentive (Arun, 2017).

Technology factors are related to the availability, accessibility, and use of information and communication technology that supports knowledge sharing. Technologies such as intranets, knowledge portals, online discussion forums, and collaboration tools enable the efficient storage, retrieval, and exchange of knowledge across geographical and time boundaries. However, the successful application of technology for knowledge sharing also depends on the readiness of individuals and organizations to adopt and utilize it optimally (Qureshi et al., 2009; Rohajawati et al., 2017; Wijayati et al., 2022).

By understanding the concepts, processes, and factors that affect knowledge sharing, organizations can design appropriate strategies and interventions to improve the effectiveness of knowledge exchange and utilization. Building a culture of knowledge sharing, providing a supporting technology infrastructure, and developing individual and team capabilities in communication and collaboration are important steps in realizing the full potential of knowledge sharing in an organization (Abdelrahman, 2019; Kucharska et al., 2018).

Organizational Culture

Organizational culture is a pattern of common basic assumptions that groups in an organization learn when facing and solving problems of external adaptation and internal integration. These assumptions have proven to work well enough that they are considered valid and taught to new members as an appropriate way to understand, think, and feel in relation to such issues (Bedford et al., 2017; Sokolova et al., 2019). In other words, organizational culture is a set of values, beliefs, norms, and practices that are shared by members of an organization and shape their behavior in the context of work (Al Jehani & Sherfudeen, 2021).

Organizational culture represents a stratified semiotic system that operates through a dialectic between explicit phenomena and unconscious cognitive infrastructure. On the

surface strata (*surface semiotics*), cultural artifacts manifest as observable socio-materiality—ranging from workspace architecture, workflow technology, to linguistic perperitivity (corporate jargon, meeting rituals)—which function as*signify*collective identity and the interface of organization-environment interaction. Meso layer (*Normative Structuring*) crystallizes through the institutionalization of values into*axiological frameworks*which governs the prescriptive logic of decision-making, formed through a process of mimetic isomorphism and coercive institutional pressure. Meanwhile, the deepest strata (*tacit cognitive infrastructure*) represents*Doxa*Bourdieusian—the basic pre-reflective assumptions encoded in the historicity of organizational practice—that form the*epistemological substratum*as a hermeneutic horizon for collective sensemaking. These three strata interact recursively through*morphogenetic cycles*: Basic assumptions emit*generative codes*which is objectified in values, then materialized as an artifact; instead, disruptions to the artifact layer (e.g. generative AI adoption) can trigger*cultural hacking*that disrupt the stability of the deep strata through the mechanism*reverse institutional work*. This system is dialectical—reproducing*cultural homeostasis*while enabling transformation through*liminal spaces*in power-knowledge dynamics. This stratification model explains the paradox of cultural resistance (*core assumption antibodies*) to changes in technological artifacts while providing an analytical lens to understand the evolution of organizational culture as a*Emergent Properties*of complex multistrata interactions (Pickel, 2019).

There are various dimensions or frameworks used to characterize and differentiate organizational culture. One of the most well-known frameworks is the cultural dimension model. Hofstede in Aliyev (2023) Identify six key dimensions that describe cultural variation between organizations or countries, namely: 1.) Power distance: the extent to which members of organizations with less power accept and expect an unequal distribution of power; 2.) Uncertainty avoidance: the level of tolerance of organizational members to ambiguities and unstructured situations; 3.) Individualism vs collectivism: the extent to which members of the organization are integrated into the group and prioritize the goals of the individual or group; 4.) Masculinity vs femininity: the distribution of emotional roles between genders and an emphasis on achievement or quality of life; 5.) Long-term vs short-term orientation: focus on the future or the present and the past; 6.) Indulgence vs control: the extent of social control over the satisfaction of individual needs and impulses.

Another popular framework is the Competing Values Framework developed by Hartnell et al (2011). This model groups organizational culture into four quadrants based on two main dimensions: internal vs. external focus and stability vs. flexibility (Nanayakkara & Wilkinson, 2021). The four types of organizational culture produced are: 1.) Clan: a culture that focuses on human resource development, teamwork, participation, and commitment (Tran, 2021); 2.) Adhocracy: a culture that emphasizes innovation, creativity, entrepreneurship, and adaptation to change (Z. Zhang & Zhu, 2012); 3.) Market: a culture that is oriented towards results, competition, goal

achievement, and customer satisfaction (Ebeid & Gadelrab, 2009); 4.) Hierarchy: a culture characterized by formal structure, rules, control, stability, and efficiency (Z. Zhang & Zhu, 2012).

Organizational culture operates as a determinative mechanism in regulating the dynamics of knowledge sharing through the structure of basic values, norms, and assumptions embedded in collective consciousness (Benyahya & Matošková, 2021; Kucharska et al., 2018). Cultures that institutionalize cognitive openness, relational trust, and collaborative ethos create an epistemic ecosystem that facilitates the transmission of explicit and tacit knowledge organically (Chiu et al., 2024; Ouakouak et al., 2021). This mechanism is actualized through cultural enablers such as a knowledge reciprocity-based incentive system, interaction space design, and collective learning rituals that deconstruct knowledge silos (Song et al., 2024). In contrast, a competitive-hierarchical culture with a zero-sum knowledge economy paradigm triggers epistemic hoarding through psychological ownership and information asymmetry mechanisms, as evidenced in studies Al-Alawi et al (2022).

The causal relationship between organizational culture and knowledge sharing is non-linear and moderated by contextual factor configurations (Husain & Khan, 2021). Transformational leadership acts as a cultural catalyst that strengthens social cohesion through sensegiving and identity construction, while digital technology functions as a cultural interface that reconfigures knowledge networks through algorithmic governance (Blom, 2024; Thibault et al., 2019). A flat organizational structure (heterarchical architecture) improves knowledge permeability by reducing hierarchical friction, while ambidextrous design allows for the integration of exploration-exploitation dynamics (Jin et al., 2023; Zhao & Li, 2020). The findings of Noor & Salim (2011) confirm that the effectiveness of cultural interventions depends on the triadic alignment between cultural artifacts, institutionalized values, and tacit assumptions that form the epistemic boundaries of the organization (Eden & Burton-Jones, 2018).

Optimizing knowledge sharing requires *a cultural systems thinking* approach that integrates: 1.) Ontological alignment: Alignment of cultural strata (artifact-value-assumptions) with strategies*knowledge management*Through*cultural diagnostics*Based*multilevel analysis* (Petit et al., 2016); 2.) Contextual hybridization: An adaptive combination of*transformational leadership*,*heterarchical governance*and*cognitive technologies*to create*knowledge-centric ecosystems* (Cocroko et al., 2024); 3.) Dynamic recalibration: Mekanism*cultural feedback loops*Based*digital ethnography*and*network analytics*to monitor*cultural-knowledge dissonances*Real-time (Francesco, 2017).

In the context of a knowledge-based economy, organizations need to evolve into*cognitive adaptive systems*that utilizes culture as a*generative infrastructure*to*collective intelligence scaling* (Jeffredo et al., 2024; Kaur & Shah, 2018; Spada & Paulson, 2023). This transformation demands reconstruction*epistemic social contracts*that transforms knowledge from*private good*become*organizational commons*, while internalizing the

principles*knowledge abundance*in the cultural DNA of the organization (Rossignoli et al., 2018).

RESEARCH METHOD

This study uses a Systematic Literature Review (SLR) approach that aims to identify, evaluate, and synthesize published research related to the influence of organizational culture on knowledge sharing (Višić, 2022). The SLR approach was chosen because this method provides a systematic foundation in collecting and analyzing data from scopus database relevant studies, so as to be able to produce a comprehensive understanding of the research topic (Turk, 2021). Figure 1 depicts a PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) flow diagram for literature selection in a systematic review on "*Organizational Culture and Knowledge Sharing*". The initial phase identifies 2,054 documents from the Scopus database using specific keywords "*organization AND culture AND on AND knowledge AND sharing*" within the *Title, Abstract*, and *Keywords* fields. After applying the year range (2005–2025), the documents were reduced to 1,949. Subsequent *screening* refined the results by subject area (Business, Management, and Accounting), leaving 756 documents. Further eligibility filters—document type (*Article*), language (*English*), and *Open Access* status (*All Open Access*)—yielded a final corpus of 99 documents.

In the synthesis phase, these 99 documents form the basis for bibliometric analysis. The diagram highlights the methodological rigor of the SLR: systematic document reduction (>95% attrition through layered filters) ensures only the most relevant and openly accessible studies are analyzed. The curated final dataset enables researchers to comprehensively explore research trends (e.g., wordcloud, co-occurrence network, and emerging topics) to address the research objectives.

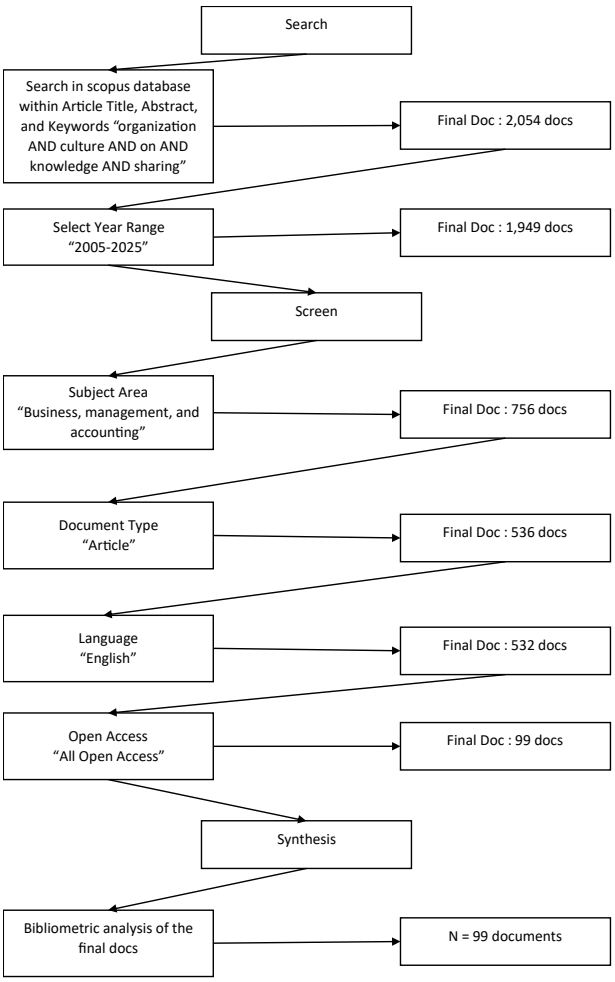

Figure 1. PRISMA Model

The limitations of this literature review include focusing on English articles and a limited publication timespan. In addition, the heterogeneity of the methodology and context of the research reviewed can make it difficult to generalize the findings. Nevertheless, this review is expected to provide a comprehensive synthesis of state-of-the-art research on the influence of organizational culture on knowledge sharing.

RESULTS AND DISCUSSION

Results

Based on the analysis of the research article database, three key dimensions emerge. Methodologically, the corpus comprises a balanced distribution of qualitative approaches—exemplified by case studies conducted in Australia, Pakistan, and South Africa (Pillay et al., 2023; Shaikh et al., 2023; Wiewiora et al., 2013)—and quantitative methods, including structural equation modeling (SEM) and mediation-moderated models applied in Slovakia and the Czech Republic (Hassan et al., 2025; Kucharska & Kopytko, 2024; Michalová et al., 2024), with no mixed-methods designs identified. Geographically, research spans six distinct contexts: Vietnam (investigating sustainable performance in SMEs) (Chowdhury et al., 2022), Australia (focusing on project-based knowledge sharing) (Wiewiora et al., 2013), South Africa (examining mid-level leadership) (Pillay et al., 2023), the Czech Republic (analyzing knowledge transfer)

(Urbancová et al., 2016), and multi-location studies exploring collaborative leadership in Finland/Lithuania (Shaikh et al., 2023) and altruistic leadership in Slovakia (Michalová et al., 2024). Thematically, five dominant variable clusters recur: leadership styles (transformational (Ladan et al., 2017), e-leadership (Hassan et al., 2025), altruistic (Michalová et al., 2024)); organizational culture (knowledge-sharing climates (Pollach, 2015; Wiewiora et al., 2013), hierarchical structures (Shaikh et al., 2023)); knowledge processes (hiding (Ladan et al., 2017), sharing (Wiewiora et al., 2013), tacit transfer (Urbancová et al., 2016)); innovation and performance outcomes (strategic innovation (Hassan et al., 2025), sustainable results (Chowdhury et al., 2022)); and psychological factors (double bias of mistakes, psychological safety (Kucharska & Kopytko, 2024)). Critically, cultural context—such as hierarchical norms in Vietnamese SMEs (Chowdhury et al., 2022) or error-reporting practices in Slovakian organizations—and digital transformation imperatives emerged as pivotal cross-cutting variables shaping knowledge dynamics across studies (Bencsik et al., 2019).

Table 1. Summary Analysis of the Research Article Database

Category	Total	Detail
Qualitative Methodology	3	Case study, in-depth interviews
Quantitative Methodology	3	Survey, SEM, mediation-moderation model
Research Location	7 countries	Vietnam, Australia, South Africa, Czech Republic, Slovakia, Finland, and Lithuania
Dominant Variable	5 clusters	Leadership, culture, knowledge exchange, innovation, psychology

Table 2. Most Relevant Literature in Knowledge Sharing and Organization Culture

No.	Researcher Name	Research Title	Research Results
1	(Bencsik et al., 2019)	Formal and informal knowledge sharing in organisations from Slovakia and Hungary	Slovak organizations predominantly utilize formal structures for knowledge sharing, whereas Hungarian firms depend more on informal networks for exchanging tacit knowledge.
2	(Kucharska & Kopytko, 2024)	Double Bias of Mistakes: Essence, Consequences, and Measurement Method	The 'double bias of mistakes' phenomenon significantly hinders psychological safety, reducing error reporting and transparency in knowledge sharing within

No.	Researcher Name	Research Title	Research Results
			hierarchical cultures.
3	(Curado et al., 2021)	Knowledge sharing in catholic organizations: A fuzzy-set qualitative comparative analysis	Catholic organizations achieve effective knowledge sharing only when high spiritual values are combined with decentralized decision-making.
4	(Herlina et al., 2024)	Unlocking Employee Innovative Behaviour: Exploring the Power of Transformational Leadership and Tacit Knowledge Sharing Among Indonesian White-Collar Crime	Transformational leadership in Indonesian financial firms boosts tacit knowledge sharing, which directly mediates employee innovative behavior even amidst white-collar crime risks.
5	(Trim & Lee, 2021)	How B2B marketers interact with customers and develop knowledge to produce a co-owned marketing strategy	B2B marketers co-create strategy with customers through relational trust and bidirectional knowledge integration, moving beyond transactional limits
6	(Olan et al., 2019)	How cultural impact on knowledge sharing contributes to organizational performance: Using the fsQCA approach	Clan and adhocracy cultures positively influence organizational performance via knowledge sharing, while market cultures exhibit negative effects.
7	(Martin et al., 2018)	Unseen and unheard? Women managers and organizational learning	Female managers' contributions to organizational learning remain undervalued due to gendered communication barriers and implicit bias in knowledge-validation systems.
8	(Benyahya & Matošková, 2021)	Partnership between the employer and the staff as a vital factor for knowledge sharing	Employer-staff partnerships built on psychological safety and mutual accountability are critical enablers of voluntary knowledge donation.
9	(Abdalla et al., 2020)	Managing knowledge in the context of smart cities: An organizational cultural perspective	Smart city initiatives succeed only when organizational cultures prioritize cross-departmental knowledge integration over technological infrastructure alone.
10	(Agarwal et al., 2021)	A psychological contract perspective of vertical and distributed leadership in project-based organizations	Vertical-distributed leadership hybrid models strengthen psychological contracts, fostering project-team knowledge sharing when role ambiguity is minimized.

The table above summarizes the main findings of 27 empirical studies that examine the influence of organizational culture on the knowledge sharing process. These studies

cover a wide range of industry, country, and research methodologies, providing a solid foundation for understanding the dynamics of the relationship between organizational culture and knowledge sharing.

Co-Occurrence Network

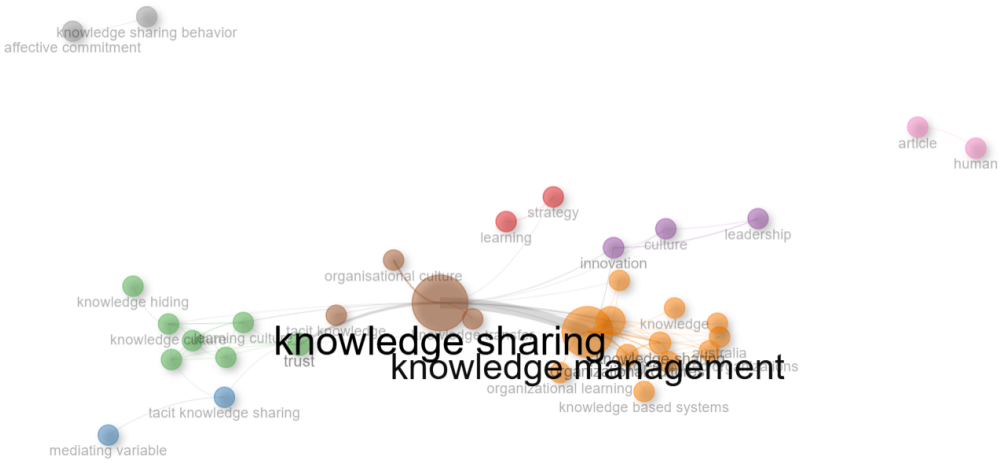

Figure 2. Co-occurrence Network in Knowledge Sharing and Organization Culture

The co-occurrence network are linking several cluster. In cluster one, links knowledge sharing behavior with affective commitment (employees' emotional attachment to the organization). A positive organizational culture strengthens affective commitment, encouraging employees to voluntarily share knowledge. Without a supportive culture, this commitment weakens and hinders knowledge exchange (Al-Alawi et al., 2022). Cluster two focuses on knowledge-sharing challenges, such as knowledge hiding, and the role of cultural trust as a mediating variable. An unsupportive organizational culture (e.g., lacking transparency) reduces trust, impeding tacit knowledge sharing (C. Liang et al., 2016). Conversely, a collaborative culture can shift this dynamic by building trust as a key mediator. Cluster three emphasizes organizational culture as the foundation of knowledge management systems. Organizational strategies must integrate learning, knowledge management, and knowledge-based systems to support knowledge sharing. A culture that fosters organizational learning facilitates the transformation of individual knowledge into collective assets (Abdelrahman, 2019). Leadership is the central driver in this cluster. Leaders shape an organizational culture that promotes innovation and natural learning (da Rosa & Regalado, 2022). This innovative culture enables the integration of knowledge-based systems to enhance knowledge sharing, creating a sustainable cycle of learning and adaptation, this one is linked in cluster four (Qadeer & Hussain, 2025). Finally, cluster five represents the research context, where "article" refers to literature studies on "human" aspects in organizations. It highlights humans as the core subjects in organizational culture and knowledge-sharing dynamics, emphasizing that people are central to all knowledge processes (Kasemsap, 2017).

Thematic Map

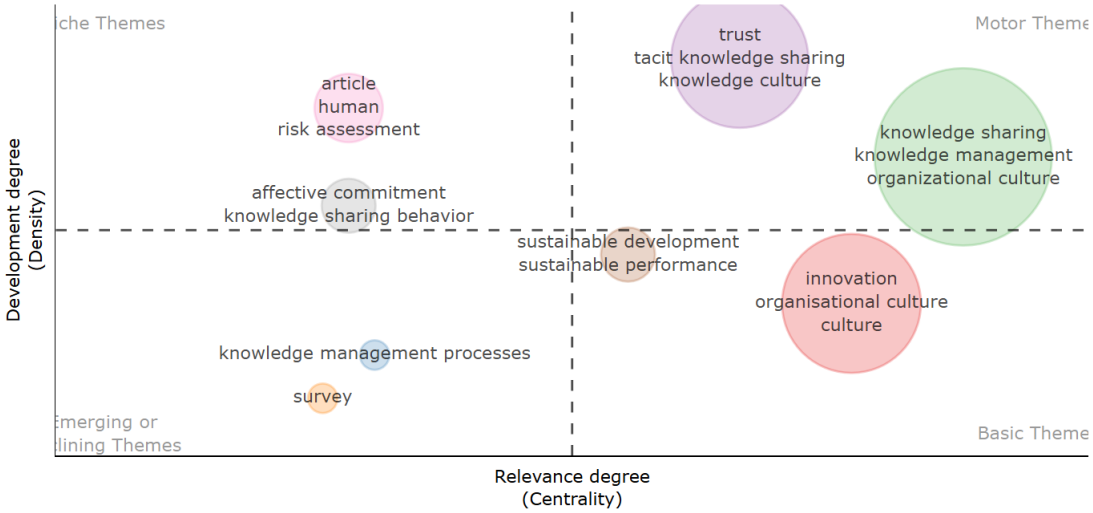

Figure 3. Thematic Map

Based on the strategic diagram from bibliometric analysis, research themes are mapped along two dimensions: *development degree (density)* (Lim & Ghazali, 2017), which measures theme maturity through internal development such as publication volume and conceptual cohesion, and *relevance degree (centrality)* (Surekha et al., 2024), which assesses a theme's influence across research domains through external connections. High-density themes (e.g., *affective commitment knowledge sharing behavior* and *knowledge management processes survey*) reflect mature research on knowledge-sharing behavior, driven by organizational cultures that strengthen employee emotional commitment (Choi et al., 2022). Meanwhile, high-centrality themes (e.g., *knowledge sharing knowledge management organizational culture* and *innovation organisational culture*) serve as pivotal "bridge" themes, positioning organizational culture as the foundation for integrating knowledge management systems, innovation, and sustainability. Though undefined, 'Motor Themes'—ideally occupying the high-density–high-centrality quadrant—would encompass strategic intersections like leadership-culture-knowledge systems synergy. Emerging themes (e.g., *article human risk assessment*) highlight nascent studies on human factors in knowledge-sharing risks influenced by organizational dynamics. For future research, priorities include exploring *knowledge sharing knowledge management organizational culture* to uncover culture's mediating role in leadership's impact on knowledge-sharing efficiency (e.g., in digital transformation), conducting empirical studies on *tacit knowledge sharing knowledge culture* to address collaborative barriers, integrating sustainability themes (e.g., linking green organizational culture to knowledge-sharing practices), investigating human-risk interactions (e.g., psychological safety's role), and validating organizational culture's mediating role between trust and tacit knowledge sharing.

WordCloud

Figure 4. WordCloud

Based on the network visualization, knowledge-sharing emerges as the dominant and central concept, directly linked to both knowledge management (representing structural systems) and knowledge culture (representing behavioral norms), which itself is fundamentally rooted in organizational culture(s)—highlighting that effective knowledge-sharing is not an isolated process but is intrinsically enabled and shaped by the underlying organizational culture (Muhardi et al., 2019), whereby cultural elements like trust, collaboration, and openness determine the success of knowledge flows, while the repetition of "knowledge-sharing" underscores its critical role as the operational bridge between abstract management systems and tangible cultural practices, revealing that without a supportive organizational culture fostering a "knowledge culture," even robust technical frameworks fail to facilitate meaningful knowledge exchange (Collins, 2017). The visualization confirms organizational culture as the essential *substrate* for knowledge-sharing, with "knowledge culture" acting as its direct manifestation. The centrality of knowledge-sharing reflects its function as the core mechanism converting cultural values into actionable processes, while the plural "organizational cultures" suggests nuanced subcultural dynamics requiring further study (Collins, 2017). The detachment of "knowledge management" from direct cultural links signals a research gap in integrating technical systems with human-centric cultural drivers (Chidambaranathan & Rani, 2015; Mojibi et al., 2015).

Discussion

Organizational Culture Dimensions That Affect Knowledge Sharing

The results of thematic analysis of 16 studies show that several dimensions of organizational culture are consistently found to have a significant effect on the *knowledge sharing* process. These dimensions include trust, collaboration, openness, learning, and low hierarchy.

First, an organizational culture that emphasizes trust between members of the organization was found to be a key factor that encourages more intense knowledge sharing (C. Liang et al., 2017). In a culture characterized by high levels of trust, individuals feel safe and comfortable sharing knowledge with colleagues without fear of being misused, exploited, or criticized (Ng, 2022). Trust allows for open, honest, and

reciprocal exchange of knowledge (Allen et al., 2021). When members of an organization trust each other, they are more likely to share their ideas, experiences, and expertise, as well as learn from each other (Ejiroghene et al., 2021; Krczal & Behrens, 2024).

Second, an organizational culture that values collaboration and teamwork has also been proven to create an environment conducive to sharing and creating shared knowledge (Al-Alawi et al., 2022; Benyahya & Matošková, 2021). In a collaborative culture, members of the organization are encouraged to work together, help each other, and synergize in achieving common goals (Collins, 2017; Nugroho, 2018). Collaboration facilitates more effective knowledge exchange by allowing individuals to access the diverse expertise and perspectives of their colleagues (Yousef & Collazos, 2020). Cultures that promote collaboration are also likely to develop norms of knowledge sharing as an integral part of daily work (Piwowarczyk, 2024).

Third, organizations that have an open culture and encourage transparent communication are more likely to engage in knowledge sharing than organizations with a closed culture (Petit et al., 2016). A culture of openness is characterized by the free flow of information, accessibility to knowledge resources, and the encouragement to voice new ideas (Ebel et al., 2023; Masaka, 2018). In an open environment, members of the organization feel more comfortable sharing knowledge because of the atmosphere of inclusivity and appreciation for individual contributions (Castaneda & Rojas, 2024). Openness also allows for constructive feedback and dialogue, which can enrich the process of sharing and knowledge creation (J. Zhang et al., 2022).

Fourth, organizational cultures that are oriented towards continuous learning and employee competency development are found to facilitate knowledge sharing as part of the collective learning process (Dilworth, 2024; Flores et al., 2012). In a culture of learning, organizations encourage and reward behaviors such as experimentation, risk-taking, and critical reflection (Agogué & Yström, 2017; Hall & Hasan, 2022). Employees are encouraged to continuously improve their knowledge and skills and share insights and experiences with colleagues (Ekambaram, 2024; Shehabat, 2020). The culture of learning also emphasizes the importance of sharing failures and lessons learned as a valuable source of knowledge (Nagayoshi & Nakamura, 2024; Yan et al., 2022).

Fifth, a flatter organizational structure with a low power distance has been shown to encourage freer interaction and exchange of knowledge between levels of the organization (Anwar et al., 2019). In cultures with low hierarchies, formal boundaries between superiors and subordinates are looser, and communication tends to be more open and informal (C. Liang et al., 2016). Employees feel more comfortable sharing ideas and feedback with their managers, and vice versa (Brock et al., 2023). A flatter structure also allows for a smoother flow of knowledge horizontally between different units or departments (Almeida & Campos, 2022).

On the other hand, some studies have found that cultural dimensions such as individualism, high avoidance of uncertainty, and strong masculinity tend to hinder knowledge sharing (Castaneda & Ramírez, 2021; Kim, 2020). In a highly individualistic culture, members of an organization may focus more on personal accomplishments and

interests than on sharing knowledge for the collective good (Chang et al., 2019). A culture with a high degree of uncertainty avoidance can hinder the exchange of new and innovative ideas due to the tendency to avoid risk and maintain the status quo (T.-M. Nguyen et al., 2022). Meanwhile, a masculine culture that emphasizes competition and assertiveness can create an atmosphere that is less conducive to collaboration and knowledge sharing (Al Zoubi et al., 2022).

However, it is important to note that the relationship between the cultural dimension and knowledge sharing is not always linear or simple. Some studies show that the influence of certain cultural dimensions can vary depending on the context of the organization, the type of knowledge shared, and other contextual factors (T.-M. Nguyen et al., 2019; Siakas et al., 2018). For example, in the context of complex innovation projects, a moderate degree of uncertainty avoidance may actually be beneficial for knowledge sharing by balancing the exploration of new ideas and the exploitation of existing knowledge (Lasso et al., 2022; Maes et al., 2022).

The above findings show that organizational culture plays an important role in shaping employees' knowledge sharing behavior. Organizations that want to improve knowledge sharing need to actively foster a culture that promotes trust, collaboration, openness, learning, and a flatter structure. This can be done through a variety of management practices such as supportive leadership, a reward system that recognizes knowledge contributions, employee training and development, and workspace design that encourages informal interaction (Dietsch & Khemiri, 2018; Khalil et al., 2021; Rouyre & Fernandez, 2019).

However, given the complexity of the relationship between culture and knowledge sharing, organizations also need to consider contextual factors that might moderate or mediate cultural influences (Verma & Sinha, 2016). Factors such as task characteristics, team structure, technology availability, and alignment with business strategy can affect the effectiveness of cultural initiatives in encouraging knowledge sharing (J. Y. Lee et al., 2021; Rasheed & Pitafi, 2024). A holistic and contextual approach to managing organizational culture for knowledge sharing is needed (Sijbom et al., 2025).

Further research is needed to explore the interaction between different cultural dimensions and contextual factors in influencing knowledge sharing (Kucharska et al., 2018). Longitudinal and multi-level studies can also provide a richer understanding of how organizational culture evolves over time and how cultural dynamics at the individual, team, and organizational levels are intertwined in shaping knowledge sharing behaviors (Aslam et al., 2023; Husain & Khan, 2021). A more holistic and contextual understanding enables organizations to design more effective cultural interventions to encourage knowledge sharing and improve the performance of their innovations.

The Role of Contextual Factors

The literature reviewed also reveals the important role of contextual factors in moderating the relationship between organizational culture and knowledge sharing.

The three contextual factors that stand out are leadership, organizational structure, and information technology.

First, leadership style plays a crucial role in strengthening or weakening the influence of organizational culture on knowledge sharing (Kelmendi et al., 2024; Magada & Govender, 2016; M. Nguyen et al., 2024). Leadership that is supportive, transformational, and oriented towards employee empowerment is found to strengthen the positive influence of organizational culture that supports knowledge sharing (Al-husseini & Elbeltagi, 2018). Leaders who inspire, empower, and value employees' contributions create a psychological climate conducive to knowledge sharing. In contrast, authoritarian, controlling, and unresponsive leadership tends to inhibit knowledge sharing, even when the organization's culture is generally supportive (Benyahya & Matošková, 2021; Kelmendi et al., 2024; Kucharska & Wildowicz-Giegiel, 2017).

Second, organizational structure also plays an important role in facilitating or inhibiting the flow of knowledge. A more organic, flexible, and decentralized organizational structure has been proven to facilitate smoother knowledge sharing than mechanistic and centralized structures (Chión et al., 2020). In an organic structure, communication is more open, decision-making is more participatory, and departmental boundaries are more permeable, thus strengthening the impact of a supportive culture on knowledge sharing (Ozman & Parker, 2023). Conversely, rigid, hierarchical, and fragmented structures can hinder the flow of knowledge, even in a supportive culture (M. S. Ahmad et al., 2019; Perera et al., 2022; Rizi et al., 2024).

Third, the availability and use of adequate information technology to support knowledge sharing has been found to increase the positive effects of an organizational culture that is oriented towards learning and openness (Abdullah et al., 2022; Benyahya & Matošková, 2021). Technologies such as knowledge management systems, intranets, online collaboration platforms, and virtual communication tools enable the efficient storage, retrieval, and exchange of knowledge across geographical, functional, and hierarchical boundaries (Al-Alawi et al., 2022). When an organisational culture supports the use of such technology, a synergistic effect on knowledge sharing can occur (S. Lee & Han, 2024).

However, it is important to note that the successful implementation of technology for knowledge sharing also depends on cultural factors such as usage norms, employee digital skills, and management support (Eaves et al., 2018; Roy et al., 2024). Technology needs to be aligned with organizational culture and work practices to effectively support knowledge sharing.

These findings emphasize the need for a holistic and contextual approach in managing organizational culture for knowledge sharing (Fayyaz et al., 2021; Sensuse et al., 2021). Organizations need to consider not only the cultural dimension itself, but also contextual factors such as leadership, structure, and technology that can influence the dynamics of knowledge sharing. Synergistically aligning culture, leadership, structure, and technology, organizations can create a more conducive environment for sharing and leveraging knowledge (Al-Alawi et al., 2007, 2022; Mehrotra et al., 2019).

Practical and Theoretical Implications

The theoretical implications of this study confirm the importance of a context-sensitive leadership approach that combines transformational and transactional styles. Transformational leadership is effective in building trust and collective vision in a collaborative culture, while transactional leadership is necessary in a competitive environment to overcome psychological ownership. Practically, organizations are advised to conduct cultural audits, adopt context-based ICT platforms, and design incentive systems that blend intrinsic-extrinsic values. Thus, this research not only enriches the knowledge management literature, but also provides operational guidance for organizations to navigate the complexities of culture and technology in the digital age.

For the researchers, this review identifies several potential directions for further research. First, more studies are needed that examine the interaction between various dimensions of organizational culture and contextual factors in influencing knowledge sharing (Kucharska et al., 2018). Second, longitudinal research can provide a deeper understanding of organizational culture dynamics and knowledge sharing over time (Li, 2011). Third, exploring the role of other mediator and moderator variables, such as individual motivation and the power of social networks, can enrich understanding of the mechanisms underlying the relationship between organizational culture and knowledge sharing (de Jong & Helms, 2011).

Future Research

Based on the provided literature, key avenues for future research include: expanding cross-cultural and cross-context validation of established relationships (e.g., the impact of altruistic/e-leadership on knowledge hiding via mediators like team learning or inter-team coordination, particularly in non-Western SMEs or diverse industries beyond manufacturing/education); investigating the dynamic interplay of emerging constructs like "double bias of mistakes" (Kucharska & Kopytko, 2024) and digital leadership competencies with traditional factors (organizational culture, psychological ownership) using longitudinal or mixed-methods designs to capture causal pathways and evolution over time; exploring the role of digitalization and AI in moderating knowledge-sharing mechanisms (e.g., how digital tools reshape inter-team coordination or mitigate knowledge hiding in hybrid/virtual settings, especially post-pandemic); and developing integrated theoretical frameworks that reconcile paradoxical leadership demands (e.g., balancing hierarchical traditions with collaborative approaches in collectivist cultures) to enhance organizational intelligence and innovation in complex environments.

CONCLUSION

Fundamental Finding: Organizational cultures characterized by trust, collaboration, openness, learning orientation, and low hierarchy consistently promote effective knowledge sharing among employees. Conversely, cultural dimensions emphasizing individualism, uncertainty avoidance, and masculinity are identified as significant

barriers to the exchange of knowledge within organizations. Contextual factors, including leadership style, organizational structure, and information technology infrastructure, critically moderate the relationship between organizational culture and knowledge sharing effectiveness. **Implication:** Organizations should proactively cultivate a supportive culture through open communication, transparency, facilitated teamwork, and leadership that empowers employees to share knowledge. Structural flexibility and decentralization, coupled with adequate IT support like knowledge management systems, are essential to enable knowledge flow across boundaries. Aligning reward systems to incentivize sharing behaviors and periodically evaluating cultural alignment with strategic goals are crucial for sustaining effective knowledge sharing practices. **Limitation:** This review's scope was confined to English-language publications from 2019 to 2024, potentially omitting relevant evidence from other languages or earlier periods. The significant heterogeneity in the methodologies and contexts of the included studies limits the generalizability of the findings. The analysis primarily focused on the organizational level, neglecting potentially important influences of individual and group-level factors on knowledge sharing dynamics. **Future Research:** Future studies should expand linguistic and temporal scopes and conduct meta-analyses to quantify cultural effects across diverse contexts. Research is needed to explore the complex interactions between individual, group, and organizational-level factors influencing knowledge sharing. Moreover, investigations should target under-researched contexts (e.g., non-profits, SMEs) and develop/test practical interventions to foster conducive cultures, evaluating their long-term effectiveness.

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