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Study on Knowledge Sharing and Organizational Performance in Information Technology Companies

Sreedevi N S[1], Dr. Pradeep Kumar Varsheney[2]
[1]Research Scholar, [2]Professor
Department of Management
Sunrise University, Alwar, Rajasthan

Abstract: *Knowledge sharing has emerged as one of the most critical strategic resources for Information Technology companies operating in highly competitive and knowledge-intensive environments. Effective knowledge-sharing practices facilitate innovation, improve employee productivity, enhance decision-making, and increase organizational performance. The rapid evolution of cloud computing, artificial intelligence, software engineering, and digital transformation has further emphasized the importance of creating organizational cultures that encourage knowledge exchange. This review paper examines research published between 2010 and 2022 concerning the relationship between knowledge sharing and organizational performance in IT companies.*

It synthesizes major theoretical perspectives, empirical findings, influencing factors, technological enablers, organizational challenges, and future research directions. The findings indicate that trust, organizational culture, leadership support, technological infrastructure, and employee motivation significantly influence knowledge-sharing behavior, which subsequently improves innovation capability, operational efficiency, customer satisfaction, and financial performance.

Keywords: Organizational Performance, Information Technology, Knowledge Management, Innovation, Employee Collaboration.

I. INTRODUCTION

The Information Technology industry operates in an environment characterized by rapid technological advancements, continuous innovation, and intense global competition. Organizations increasingly depend on employees' knowledge and expertise to maintain competitive advantage. Unlike traditional manufacturing industries where physical assets dominate, IT companies derive much of their value from intellectual capital and organizational knowledge. Consequently, knowledge sharing has become an essential organizational capability.

Knowledge sharing refers to the exchange of explicit and tacit knowledge among employees, teams, departments, and organizations to improve learning, innovation, and performance. During the last decade (2010–2022), organizations have invested heavily in knowledge management systems, collaborative technologies, enterprise social networks, cloud platforms, and digital communication tools to facilitate knowledge exchange.

Studies consistently demonstrate that effective knowledge sharing contributes to higher innovation capability, faster project completion, better software quality, increased employee productivity, enhanced customer satisfaction, and sustainable organizational performance. However, many IT organizations continue to face challenges such as knowledge hoarding, lack of trust, inadequate organizational culture, poor leadership support, and technological barriers.

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II. LITERATURE REVIEW

Research published between 2010 and 2022 indicates that knowledge sharing positively influences organizational performance through innovation, collaborative learning, improved project execution, and enhanced organizational capabilities.

Wang and Noe (2010) identified organizational context, motivation, interpersonal relationships, and technology as the primary determinants of successful knowledge sharing.

Cappelli (2010) demonstrated that IT-enabled knowledge management practices significantly improve organizational productivity and business outcomes.

Anand and Dumazert (2022) highlighted that trust, organizational culture, employee interaction, and digital collaboration tools remain the dominant themes in knowledge-sharing research.

Liu et al. (2022) conducted a meta-analysis confirming that knowledge management technologies positively affect financial and non-financial organizational performance across industries.

Overall, previous studies consistently conclude that knowledge sharing acts as a strategic capability enabling IT organizations to sustain competitive advantage.

III. CONCEPTUAL FRAMEWORK

Knowledge Sharing Factors

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Trust

Leadership

Technology

Organizational Culture

Employee Motivation

↓

Knowledge Sharing

↓

Innovation

Productivity

Decision Making

Customer Satisfaction

Operational Efficiency

↓

Organizational Performance

4. Factors Affecting Knowledge Sharing

Table 1. Major Factors Influencing Knowledge Sharing in IT Companies

Factor	Description	Impact on Performance
Organizational Culture	Open communication and collaboration	High
Leadership Support	Encourages participation	High
Trust	Reduces knowledge hiding	High
Information Technology	Knowledge management systems	Very High
Employee Motivation	Rewards and recognition	Moderate
Training Programs	Skill development	Moderate
Organizational Structure	Flexible hierarchy	High
Communication	Team interaction	High

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IV. BENEFITS OF KNOWLEDGE SHARING

Knowledge sharing improves:

1. Innovation capability
2. Software quality
3. Employee productivity
4. Project success
5. Organizational learning
6. Customer satisfaction
7. Competitive advantage
8. Decision-making quality
9. Resource utilization
10. Business sustainability

Empirical studies indicate that organizations with mature knowledge-sharing cultures consistently outperform organizations where knowledge remains isolated among individuals.

V. TECHNOLOGIES SUPPORTING KNOWLEDGE SHARING

Modern IT organizations employ several digital technologies to facilitate knowledge sharing.

Table 2. Knowledge Sharing Technologies

Technology	Purpose
SharePoint	Document management
Microsoft Teams	Team collaboration
Slack	Instant communication
Confluence	Knowledge repository
GitHub	Code sharing
Google Workspace	Collaborative documentation
Enterprise Wiki	Organizational knowledge
Cloud Computing	Centralized information access

VI. ORGANIZATIONAL PERFORMANCE INDICATORS

Table 3. Organizational Performance Measures

Performance Dimension	Measurement
Productivity	Project completion rate
Innovation	Number of new products

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Financial Performance	Revenue growth
Customer Satisfaction	Customer feedback
Employee Performance	Performance appraisal
Operational Efficiency	Cost reduction
Knowledge Utilization	Knowledge reuse

VII. CHALLENGES IN KNOWLEDGE SHARING

Several barriers reduce knowledge-sharing effectiveness in IT organizations:

1. Knowledge hoarding
2. Lack of trust
3. Poor communication
4. Organizational politics
5. Inadequate reward systems
6. Resistance to change
7. Limited technological infrastructure
8. High employee turnover
9. Lack of leadership commitment

These obstacles reduce innovation capability and overall organizational performance.

VIII. STRATEGIES FOR IMPROVING KNOWLEDGE SHARING

Organizations should implement:

1. Knowledge management systems
2. Employee mentoring programs
3. Digital collaboration platforms
4. Leadership development
5. Reward and recognition systems
6. Communities of practice
7. Cross-functional teams
8. Continuous training
9. Knowledge repositories
10. AI-assisted knowledge management

IX. DISCUSSION

The literature between 2010 and 2022 consistently demonstrates a positive relationship between knowledge sharing and organizational performance in IT companies. Trust-based organizational culture encourages employees to exchange both tacit and explicit knowledge. Digital collaboration technologies have significantly enhanced the accessibility of organizational knowledge, enabling geographically distributed software development teams to collaborate effectively.

Leadership plays a crucial role in creating an environment where knowledge sharing becomes part of everyday work practices. Organizations adopting integrated knowledge management strategies experience higher innovation rates, better customer satisfaction, improved project success, and stronger financial performance compared with organizations lacking systematic knowledge-sharing mechanisms.

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X. CONCLUSION

Knowledge sharing is one of the strongest predictors of organizational performance in Information Technology companies. Between 2010 and 2022, research consistently showed that organizations promoting collaborative cultures, trust, leadership support, and advanced knowledge management technologies achieve superior innovation, productivity, operational efficiency, and customer satisfaction. The integration of artificial intelligence, cloud computing, enterprise collaboration platforms, and digital knowledge repositories has transformed traditional knowledge management into strategic organizational capability.

Future IT organizations should invest in employee engagement, intelligent knowledge management systems, and continuous organizational learning to maintain long-term competitive advantage in an increasingly digital business environment.

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