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A Systematic Review of the Concepts of Knowledge Sharing and Knowledge Application in the Organization

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ABSTRACT

Focusing on knowledge sharing and knowledge application is one of the components of knowledge management, which is to reveal the hidden knowledge of individuals and transfer it for use and application to other people. Moving towards knowledge-based in today's world and achieving competitive advantage in organizations, knowledge sharing has emerged as an important category. On the other hand, the application of knowledge is considered as one of the main factors of competitive advantage in various enterprises, organizations and companies. The application of knowledge is the process of knowledge sharing in the production of goods and services and organizational actions to create value. An organization that can institutionalize knowledge in different departments and among its employees and use the knowledge created and the experiences of its employees properly will be able to maintain or ascend its position in today's developing world. The present study examines the concepts of knowledge, knowledge sharing, factors affecting sharing, knowledge application and the relationship between knowledge sharing and application. This article is a library Research Method and descriptive.

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1. Introduction

Knowledge management involves the creation, collection, storage, transfer, sharing, application, and updating of knowledge. Knowledge management has a decisive role in the creation and application of organizational knowledge and thus the development of creative ideas and behaviors and can act as an empowering platform for such behaviors. Knowledge sharing, dissemination and transfer, and application of knowledge are the most essential pillars of knowledge management. The sharing and application of knowledge and its management are the basic requirements that every organization must use to achieve success. One of the main challenges in organizations is the sharing and knowledge application. Knowledge sharing is the process by which individuals share experiences, learnings, and information. Knowledge sharing and transfer are important factors that influence innovation processes and competitive advantage (Vajhala and Vestik, 2013). Knowledge sharing helps create added value, develop skills, and support an organization's competitive advantage. One of these important activities is knowledge sharing which is critical for the success of an organization. Knowledge sharing is a key factor in the success of an organization. Because it can lead to faster knowledge dissemination in the parts which can exploit it.

Knowledge sharing and application lead to value generation, innovation, team performance, and organizational performance improvement. Using the existing literature in the field of knowledge sharing and application of knowledge, a theoretical and comprehensive review of studies conducted in this field has been done. The purpose of the review article is to provide a well-organized view of the previous research on the topic in a way that helps to understand and integrate the topic to provide background knowledge.

2. Literature Review

Castaneda & Cuellar (2020) in a review article on Knowledge Sharing and

Innovation: A Systematic Review, found that innovation is dependent on knowledge sharing. This behavior contributes to the design of services, products, business models, processes, and new organizational schemes. Knowledge sharing is the transference of experience, skills, and information into practices as is the case of innovation. A characteristic of innovation is the creation of value, a process that is possible by knowledge sharing. An organization that encourages knowledge sharing facilitates innovation capabilities.

Agyemang & Boateng (2019) determined the factors affecting the transfer of tacit knowledge of the teacher to students in Ghana. The method of data collection was interview semi-structured and was analyzed using the content analysis method. The results show that fear of competition, executive performance, happiness and pride in the role of coaching, time, and attitude of trainees are the most important factors in transferring tacit knowledge from teacher to student.

Singha et al. (2019) in their research entitled The Value of Top Management Knowledge, Knowledge Sharing Methods, Open Innovation, and Organizational Performance stated that open Innovation as a stimulus for SME organizational performance (SME) Impact Has had relatively little. The structural equation model has been used to test the hypotheses. The study shows that the value of superior management knowledge and knowledge creation practices affect open innovation, which in turn affects the performance of the organization.

Another study by Saini, Arif & Kulonda (2018) examines the critical factors in the success of the transfer and sharing of tacit knowledge in the field of construction. The statistical population included executives, consultants, and other managers who had direct experience in managing a construction project. Data were collected through a questionnaire and factors were ranked from the respondents' point of view. The results show that trust between individuals and organizations is the most important vital factor in the transfer of tacit knowledge. Other factors such as motivation, leadership

capabilities, strategies of individuals and organizations, and organizational capabilities are the next influential factors.

Saini, Arif & Kulonda (2017) examined tacit knowledge management strategies in library information consulting services. They dealt with the concept of tacit knowledge management, types, and contents of tacit knowledge of libraries. They stated that strengthening the organizational structure and technical support, emphasizing the management of the consulting process, and creating an incentive system can be effective in implementing tacit knowledge management.

Zhang, De Pablos, & Xu, (2014) investigated the effect of internal and external motivational factors on the knowledge-sharing process. Internal motivational factors included self-efficacy and enjoyment of helping others, and external motivational factors included perceptions of reputation, reciprocity, and financial rewards. In this study, cultural factors have been used as a mediating role. This study was conducted on three different groups with different cultures and presented different results that indicate that cultural factors affect the knowledge-sharing process.

In his research, Hadjipavlis (2012) examined knowledge sharing among librarians in Cyprus libraries using a questionnaire. Research findings show that knowledge sharing is an important asset in organizational success and a valuable tool to assist organizational processes. Trust, knowledge management systems, and motivation are also considered as important factors in the development of knowledge sharing.

In Luo's (2009) study, he examined the determinants of knowledge sharing among academic groups. His findings show that external rewards and reciprocal relationships have a significant impact on academics' decisions and intentions to share knowledge.

Cheng et al. (2009) conducted a study at an academic institution to investigate knowledge-sharing behavior among academic staff. Findings showed that individual expectations and reward systems are two important motivations among knowledge motivators. According to Fengie et al.

(2004), the complete and appropriate process of knowledge sharing can be described as follows: An individual shares part of his knowledge. Others learn it through knowledge. All members add their knowledge to the basic knowledge and turn it into their knowledge. In the knowledge-sharing process, the desire for two or more groups to share knowledge is necessary. Communication between knowledge holders and recipients is essential to ensure that knowledge sharing is successful.

In 1998, Lan & Bachmann emphasized trust as a desirable attribute, especially in knowledge-based businesses, and argued that many complexities and uncertainties in the workplace could not be managed without interpersonal and intra-organizational trust. Interpersonal trust is considered a leading factor related to knowledge sharing. Nelson & Coprider (1996) believed that trust precedes knowledge sharing and drew a causal relationship. When there is trust, people have a great desire to convey useful information.

According to sources and texts, it is inferred that in today's world, the sharing and application of knowledge are vital for the dynamism and vitality of organizations and produce value, team performance, trust, motivation, creative capabilities of the organization, and the functioning of the organization.

3. Methodology

This article is a review, covering knowledge sharing, knowledge application and knowledge management. In this research, various library texts and databases have been used to compile the article. In order to access these sources, for search was made for the concepts mentioned in the printed and electronic sources. The domains explored featured theoretical, empirical, and analytical journal articles. The review article summarizes and organizes the latest research on a research topic in a way that can help others understand and integrate that topic.

4. Knowledge

In an organization, what people know about their clients, products, processes, errors, and

organizational successes is a kind of knowledge (Addleson, 1990).

According to Gandi (2004), it is the knowledge that is present in the experiences, skills, abilities, talents, thoughts, ideas, practices, and imaginations of individuals and manifests itself in the form of tangible artifacts, work processes, and daily affairs of a maker. Another definition states that knowledge is a fluid combination of experience, values, and insightful information that provides a framework for evaluating and integrating new experiences and information (Davenport & Prusak, 1998).

5. Types of knowledge

In general, there are two types of knowledge in organizations.

5.1. Explicit knowledge: A type of explicit knowledge exists in the form of directives and regulations and is known by letters such as explicit knowledge or explicit knowledge. It is the knowledge that can be exchanged that can be easily formulated. It can be saved in various formats.

5.2. Tacit knowledge: There is another type of knowledge in the organization that is the result of years of experience of individuals and its detection and availability without the wishes of individuals and the use of appropriate infrastructure is very difficult and sometimes impossible. This knowledge that is in the minds of people is equivalent to tacit knowledge, hidden knowledge, personal knowledge, or mental knowledge. It is difficult to exchange and is kept in people's minds.

When we talk about knowledge transfer in knowledge management, we mean a kind of knowledge that is revealed in the form of an article or a book. Managers of different departments of organizations and information centers today try to create favorable conditions in organizations so that friendly and professional communication circles can be easily established in it and the transfer of knowledge in various ways is encouraged to exchange information and transfer stored information. The hidden knowledge in the minds of employees, which is the result of

years of experience and being in different environments and situations, remains stable in the organization.

Nonaka and Takuchi (2006) believe that knowledge is created only by individuals, an organization alone cannot create knowledge without individuals. Organizational knowledge creation is a process during which the organization develops the knowledge created by individuals and crystallizes it at the group level through dialogue, discussion, and sharing of experience. Group knowledge is not the sum of individual knowledge, but the knowledge of individuals should be shared and shared through the coordination of interactions and information technologies. This level of organizational learning requires the transformation of individual and group learning into a systematic framework of organizational capital (Bontis, 2003).

If the knowledge of employees is not acquired and shared by the organization and is not used in the end, it is possible that for various reasons, their knowledge will quickly become obsolete or will be out of the organization's reach at the same time as the person leaves the organization. Therefore, any organization that wants to achieve sustainable growth in its business, must turn knowledge-sharing activities into daily activities. Knowledge is one of the most important resources for organizations to achieve competitive advantage and due to its inherent dynamics requires careful management (Massa & Testa, 2009) with the creation, dissemination, and acquisition of knowledge in the organization, the ability to respond to the changing world today (Choi et al., 2008).

6. Knowledge Management

Knowledge management can be defined as the process of creating, disseminating and applying knowledge in order to achieve organizational goals. There are several definitions of knowledge management.

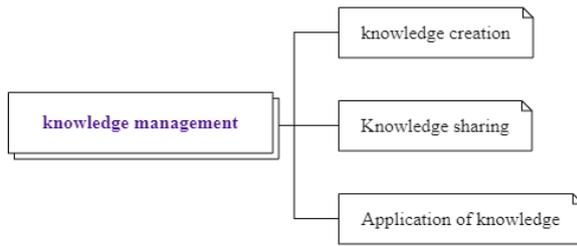


Figure 1. What is knowledge management

Davenport and Prosak (1998) consider knowledge management as the collection, distribution, and efficient use of knowledge resources. Knowledge sharing, dissemination and transfer, and application of knowledge are the most important pillars of knowledge management.

Knowledge management is the collection of knowledge, intellectual capabilities, and experiences in an organization and creating the ability to recover for them as organizational capital. Knowledge management emphasizes the storage and reuse of specialized information) Perez, 1999(. Barclay and Murray (1997) Knowledge management from a practical point of view, including identifying and representing the intellectual capital in the organization, producing new knowledge for competitive advantage within the organization, providing extensive access of amount of organizational information, sharing the best work, and technology that is capable of doing them. Knowledge management encourages the creation, sharing, learning, reinforcement, and organization of knowledge as an organizational asset (Gunsel et al., 2011). Knowledge sharing stimulates employee creativity and leads to innovation and creativity at the organizational level. In another definition, knowledge management describes the processes of acquiring, developing, sharing, exploiting, and protecting organizational knowledge to improve organizational competitiveness (Lin et al., 2012).

According to Nonako & Takichi (1995), there are four modes of knowledge exchange: socializing (hidden to hidden), externalizing (hidden to explicit), combining (implicit to explicit), and internalizing (explicit to implicit).

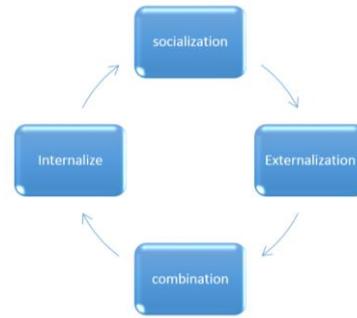


Figure 2. Transformation of organizational knowledge

7. Knowledge management processes

Numerous studies have been conducted on the acquisition, identification, development, distribution, application and storage of knowledge as central processes of knowledge management (Cantner & et al., 2011). According to Davenport and Prosak (2006), knowledge management system must use activities or processes in order to achieve its goals. According to the various activities and processes described, they can be combined in the following format.

7.1. Knowledge creation process (creativity):

is the first stage of knowledge management process. Knowledge in the organization is created in two distinct personal and collective cycles. Personal knowledge, when applied to the organizational context, creates new knowledge that can be called organizational knowledge. The collective knowledge cycle arises from the application of personal knowledge in the context of the organization, which can be called organizational knowledge. Organizational knowledge includes a variety of product knowledge, process knowledge, competitive knowledge and technical knowledge.

7.2. Knowledge acquisition process (perception):

This process is essential to meet current and predictable future needs and achieve goals effectively. Knowledge can be acquired through various mechanisms. In order to identify the mechanism of knowledge acquisition, it can be divided into two categories. A) The internal resource of the organization, which includes the minds of employees (implicit and implicit knowledge) or the organization's databases where the information is suspected to be encrypted. B)

The external source of the organization that brings new knowledge into the organization, which is done in two ways:

A) Modeling: In this method, the organization identifies excellent operations from the perspective of competitors and sets their success as a model. To this end, it compares and evaluates its current situation with their criteria. Gaps are identified and solutions are designed. New knowledge enters the organization as a measure of success.

B) Inter-organizational cooperation: In this method, new knowledge enters the organization through the sharing and dissemination of technology, the transfer of employees between organizations, and communication with partners.

7.3. Refining process: In contrast to the harvesting process that allows any knowledge to enter the organization is the refining process. The organization should use logical mechanisms to prevent the entry of unnecessary knowledge and only useful and usable knowledge should be allowed to enter the organization. To achieve this goal, the organization's management team can use the organization's insights, missions and goals to provide a framework for assessing knowledge.

Organizing process (configuration or integration): In this process, the organization must store and organize knowledge. The organizing process can take place anywhere in the organization (organizational memory, people, organizational culture, ecology, archives, etc.).

7.4. Knowledge distribution process: Communication facilities and organizational culture can contribute to this process. One of the main purposes of knowledge management is to facilitate communication in all areas of the organization so that members of the organization work together to identify hidden challenges and opportunities. Regarding the importance of culture in organizational knowledge and its dissemination, it can be said that culture leads to the creation of synergistic harmonizing environments. If values and culture in an organization encourage learning and knowledge-making,

most of the functions of the organization will change.

7.5. The process of applying or applying the power of knowledge: Pfeiffer & Sutton state that competitive advantage does not belong to the organizations that have the best knowledge assets, but to the organizations that make the best use of their knowledge in practice. If knowledge is not translated into action and organizational activities are not based on the knowledge of the organization, all knowledge management activities and processes are ineffective. The application of knowledge bridges the gap between knowing and acting, and creates an important link between feedback, learning by doing, and application.

The process of applying knowledge also makes it possible to create a learning scenario underlying knowledge application, although learning in this way is very difficult but very important in creating knowledge. Because it requires meta-analysis and evaluation of processes and therefore is often forgotten in organizations (quoted in Davenport, 2006).

8. Knowledge sharing

Knowledge sharing is the process by which individuals mutually exchange their knowledge (hidden and explicit) with each other and create new knowledge. Therefore, creating attitudes is an important factor for the occurrence of knowledge sharing behavior (Van Den Hooff, Schouten, & Simonovski, 2012). Knowledge sharing activities are divided into two categories: explicit and implicit knowledge sharing. Explicit knowledge sharing activities are more common in the workplace; Because explicit knowledge can be easily absorbed, compiled and transferred. Organizational practices, official language, manuals, and information technology systems are tools for explicit knowledge sharing and can increase employee willingness to do so (Huang et al., 2010). Hidden knowledge is more personal because of its nature, and it is difficult for the possessor of knowledge to explain it. This feature makes knowledge complex and intangible and makes it difficult to transfer it all at once (Van-Wijk et al., 2008).

According to Sin Pei (2008) knowledge sharing is an important part of the knowledge management system in the organization. In 2002, Haspel & Joshi described the practical goals of knowledge management as the concept of knowledge sharing in relation to the process of transforming information and intellectual resources into a combination of experience and skills into sustainable values. Improving and strengthening knowledge sharing occurs in two dimensions: the first dimension is the management of existing knowledge, which includes the development of the knowledge container (notes, reports, articles) and the collection of knowledge. The other dimension is the management of knowledge-based activities, that is, the acquisition, creation, distribution, transfer, sharing and application of knowledge.

In general, it can be said that knowledge sharing is the exchange of knowledge between individuals, between groups and organizational units. This exchange may be centralized or decentralized, but usually does not have a clear predetermined purpose. The exchange of knowledge takes place between two people. The person who transmits knowledge and the person who absorbs. Knowledge sharing focuses on human capital and the interactions between them (Paulin & Sunseon, 2012).

Knowledge sharing is a systematic activity, in order to exchange knowledge, information and experience among members of a group or organization, or the process of identifying, distributing and utilizing existing knowledge in order to better solve the existing problems of the organization than in the past. (Yung & Wu, 2008).

Therefore, effective knowledge sharing between members in organizations is a key factor, because it can cause the rapid spread of knowledge to parts of the organization that are able to exploit it, and lead to reduced costs in knowledge production and the organization Able to solve his problems and issues. In this regard, persuading to transfer their knowledge to other colleagues and the correct way of this transfer is very important, and according to studies, managers are constantly looking for solutions to facilitate knowledge sharing, and if not sharing.

Knowledge transfer can disrupt organizational effectiveness and sometimes lead to irreparable damage.

Knowledge sharing cannot be considered a uniform and constant process due to differences between individuals and interpersonal relationships as well as differences in types of knowledge; Because each knowledge has its own effects on the organization; For example, individual knowledge can be more effective than procedural knowledge (Haas & Hansen, 2007). Knowledge sharing is highly dependent on interpersonal trust, as well as factors such as organizational structure, individual characteristics, cultural characteristics, and motivational factors and perceptions (Zimmermann et al, 2017).

8.1. Types of knowledge sharing

Knowledge sharing is basically done through speech and through socialization:

- **Socialization:** Sharing tacit knowledge between individuals. In this method, knowledge is transferred from implicit to implicit; Knowledge is not explicit and the organization as a whole can not use it.

- **Speech:** People succeed in formulating their tacit knowledge in a way that can be stored or formulated. This process of explicitly implicit knowledge allows it to be shared within the organization. Many current knowledge management efforts focus on spoken knowledge, that is, on the transformation of tacit and personal knowledge into organizational knowledge, so anyone involved in developing intelligent systems and processing systems (traditional ways of formulating knowledge) can say that the cost of formulating knowledge is very high. The above and the resulting solutions are not always useful. The rate of usefulness (the speed at which knowledge becomes obsolete or overused) and the likelihood of reusing it determine the advantage of formulating a piece of knowledge. Socialization is often a preferred method of teaching and sharing between individuals. Use and convert, is inseparable from the idea of using a working team in management.

In another division, the three types of knowledge sharing are identified as:

- Shared knowledge by customers
 - Shared knowledge by internal capabilities
 - Knowledge shared by providers " capacities.
- Important elements in knowledge sharing
Major differences in effective knowledge sharing are:
1. The user or user is interested in the information or user that is to be published.
 2. The diffusion source, which is agent, organization or person responsible for producing information or product or in charge of directing dissemination activities.
 3. The content or message that is published, namely the new product and product, and any information or supporting materials
 - 4 Release media, which includes ways in which knowledge is described, packaged and transported (Adel, 2010)

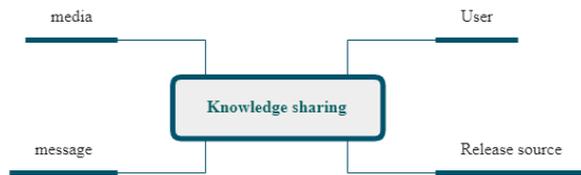


Figure 3. Important elements in knowledge sharing
Some researchers in their research have identified the major barriers to knowledge sharing as processes / technology, individual reluctance, organizational reluctance, overcrowding, location / structure, leadership and risk management (Abrahamson & Goodman-Delahunty, 2014).

8.2. Barriers to knowledge sharing

Limitations and barriers are summarized below (McLaughlin et al., 2008)

1. Lack of motivation to share knowledge: If there is no motivation to share among the employees of an organization, sharing will not take place. Therefore, motivation is necessary for this to be done properly.
2. Lack of time to share knowledge: Lack of time to share knowledge is one of the obstacles. Employees usually spend most of their time doing things that benefit them. And if they do not have enough time, they do not share knowledge.
3. Overcoming explicit knowledge over tacit knowledge in the category of organizational knowledge sharing: Another obstacle is the dominance of explicit knowledge versus tacit knowledge. Organizations need to be

sufficiently aware of the benefits of knowledge sharing, especially tacit knowledge, and at the same time raise the awareness of their employees about the difficulty of transmitting tacit knowledge.

4. Inequality in the level of people's experiences Differences in the level of education can be considered as an individual obstacle, because in many cases experienced people are not willing to accept the knowledge of people who have less experience than them.
5. People's age disproportionate Some people cannot easily accept the knowledge of people who are younger than them. Therefore, age difference can be considered as an obstacle to knowledge transfer.
6. Lack of confidence in the accuracy and validity of knowledge People should be able to trust the accuracy and validity of the knowledge they receive, otherwise they cannot use it.
7. Lack of knowledge In cases where a person has scarce knowledge, he prefers to keep it with him. Because it seems that having scarce knowledge adds to the power of the individual in the organization.
8. Uncertainty about the usefulness of knowledge for others, especially for inexperienced and younger people. It is difficult to judge which of the results of their work can be valuable knowledge for others. They cannot estimate whether this knowledge can be used by other colleagues if their knowledge is very general or very well known or some of the results are used for a particular situation.
9. No use of flat organizational structures Some studies show that open and flexible organizational structures facilitate knowledge sharing activities appropriately. In contrast, a strong focus on hierarchy and internal rules provides an environment in which employees are expected to act in accordance with organizational rules and procedures, making effective knowledge sharing activities difficult. In such systems, employees' mistakes are punished, which makes knowledge sharing more difficult.(Disterer, G ,2001)
10. Lack of formal and informal spaces for knowledge sharing Another obstacle that can

exist is the lack of formal and informal mechanisms. Formal groups are limited in size and focus on topics that are important to organizations. Informal groups, on the other hand, have no size limit and are formed on the basis of excellence. These groups can be formed by any of the employees of the organization. A combination of human networks is an important factor in knowledge sharing. So one of the first steps in knowledge sharing is to support existing networks that share knowledge on specific topics.

11. Lack of priority in retaining experienced and skilled employees in the organization: If the organization does not strive to retain experienced employees and those who have knowledge, the motivation of other employees to raise awareness and knowledge through sharing will decrease.

12. Lack of acceptance of new ideas: In attitudes that avoid conflicts, there may be obstacles to the transfer of knowledge, especially if the knowledge includes new ideas and innovative ideas.

13. Fear of endangering job security: In times when job security is low, knowledge is considered a power and seems vital for people. In other words, knowledge is insurance against job loss. Because employees are unsure of their managers' goals and intentions for sharing.

Lack of awareness of the value and benefits of sharing knowledge with each other Knowledge transfer partners may assume additional work that takes time for documentation as well as communication. Some employees do not expect mutual benefits from the transfer of their knowledge because they cannot believe that the transfer of knowledge is beneficial to them or that they have not yet experienced the benefits.

8.3. Key factors for success in knowledge sharing

- Organizational leadership: support and commitment of senior managers:

The success of any program or organization in the organization directly depends on the support and commitment of the senior manager. A knowledge management program at all stages of design and implementation

depends on the support of the senior manager. Support for senior managers includes motivating, building knowledge networks, and developing staff learning skills.

- Strategic orientation

The framework of strengths, weaknesses, opportunities, threats was perhaps the most famous approach to organizational strategy in the past. This traditional framework needs to be updated to reflect the knowledge-based environment. There is a clear strategic orientation in the organizational process of the organization and an appropriate framework is provided to promote the effectiveness of knowledge sharing processes.

- Allocation of organizational resources

Providing adequate infrastructure and resources to facilitate sharing activities within and between organizations is one of the fundamental foundations for successful knowledge sharing. Adequate resources are needed to support the flow of knowledge and collaboration. Allocating organizational resources such as space and time has an effect on knowledge sharing

-the trust

The important role of trust in facilitating knowledge processes has been emphasized. Lack of trust between people reduces their desire to share knowledge. Because mistrust carries with it a kind of risk and uncertainty. Roberts, 2000. In organizations where there is more trust, there is more voluntary sharing of knowledge and collaboration between employees.

-Organizational Commitment

Organizational commitment is an effective factor in the organizational behavior of employees and the efficiency of organizations and includes the positive or negative attitude of individuals towards the entire organization in which they work. Organizational commitment refers to the mental state that binds the individual to the organization and thus reduces the likelihood of leaving the organization. Meyer & Allen, 1990. Organizational commitment affects the attitude of employees about knowledge and behavior sharing and their level of loyalty (Store and Quintas, 2001).

- Degree of cooperation of members

The intensity of employee collaboration affects the sharing process. Organizational capital lies mainly in the minds of individuals. This vital and important knowledge is provided to the organization when employees are willing to cooperate and share knowledge, as well as effective arrangements and mechanisms have been provided by the organization in this regard. Collaboration is a way through which tacit knowledge can be transferred and shared. The degree of cooperation of employees, trust and desire to learn affect the process of knowledge production and sharing.

- Organization knowledge network

There are networks that enable employees to communicate with the knowledge bases of the unit, other units and with qualified and qualified people inside or outside the organization in a continuous and simultaneous manner. Creating technology infrastructure in the organization allows the formation of such networks. Through such a system, the resources and documents available in the various knowledge bases of the organization and the personal knowledge of individuals will be available to users.

In this database, backgrounds of active members and the core of the organization are stored along with their research interests, specialized fields, professions and special skills, and various measures are taken to establish communication between people with common interests. In this way, the resources and documents in the knowledge bases of the organization and the personal knowledge of individuals will be available to other employees (Bennet and Bennet, 2003).

-Organizational Culture

Culture is made up of language, ideology, beliefs and customs. The effects of culture on employee behavior, knowledge sharing, motivation, productivity and employee satisfaction with the organization are evident. Any change, reform or improvement in the organization must be in line with the culture. Culture is the most important factor that affects the sharing of knowledge and intellectual capital. Any model for knowledge sharing, regardless of organizational culture, will fail. Therefore, knowledge sharing is one of the most important factors in knowledge

management, and in the meantime, understanding the concept of cultural factors affecting knowledge sharing is of particular importance.

This vital and important knowledge is provided to the organization when employees are willing to cooperate and share knowledge, and in addition, effective arrangements and mechanisms have been provided by the organization in this regard. With the change of job and organizational position, as well as the retirement of some employees, valuable knowledge that is the result of years of work experience will be easily lost and the organization will not be able to use it if they do not use effective methods of knowledge sharing. Because if individual knowledge is not shared with others, it will not affect the growth and development of existing knowledge in the organization and no new knowledge will be produced.

- Mental norm

Mental norm is a function of one's beliefs and plays a significant role in influencing one's motivation to engage in knowledge-sharing activities. The findings of researchers Bilgihan et al and 2016 show that mental norms are to put pressure on an individual to complete a particular behavior. Perceived mental norms in the environment, directly or indirectly, have a great impact on the individual.

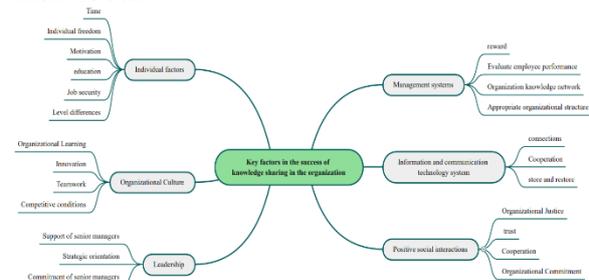


Figure 4. Summary of key success factors for knowledge sharing in the organization

Knowledge sharing causes knowledge to spread faster to parts of the organization that are unable to exploit it. Thus, knowledge sharing among employees increases the opportunity to train, apply and create new knowledge. On the other hand, employee productivity is associated with a key element called motivation, which increases the work efficiency of people in their organizations. Creating the right motivation in employees to

share knowledge is one of the most important aspects of a knowledge management strategy. Knowledge sharing among employees is a vital part of knowledge management. Organizations that need growth, competition, and constant evolution in the organization do not leave the sharing of knowledge in the organization to chance. Successful organizations and companies are constantly creating and sharing new knowledge throughout the organization.

9. Application of knowledge

The use of knowledge is one of the main steps in knowledge management activities, because knowledge will be useful when used. Special processes for knowledge management have been introduced which can be classified into four categories: 1) knowledge acquisition, creation and production, 2) knowledge organization and registration, 3) knowledge transfer, sharing and distribution, 4) knowledge use, application and exploitation.

Massa & Testa (2009) state that the application of knowledge is considered as one of the main factors of competitive advantage in various enterprises, companies and organizations. Considers the application of knowledge as the process of knowledge sharing in the production of goods and services and organizational actions to create value and considers the application of knowledge in responding to customer-related knowledge, responding to technology related to competitors and responding to technology-related knowledge.



Figure 5. Knowledge management processes

Hashemzadeh, et al (2013) In his study on gaining competitive advantage in industry using knowledge management approach, considers the application of knowledge as the process of knowledge participation in the

production of goods and services and organizational measures to create value and the application of knowledge in responding to relevant knowledge. Knows the customer, responds to knowledge related to competitors and responds to knowledge related to technology. Thus, effective application of knowledge includes using previous mistakes, using knowledge to solve new problems, adapting knowledge resources for problems, using stored knowledge to improve effectiveness, using knowledge to set strategic direction, and making knowledge resources available to solve problems.

Adli, (2005) stated that the application of knowledge is the most important process of knowledge management, because the competitive advantage does not belong to the organizations that have the best knowledge assets, but to the organizations that use their knowledge in the best way in practice. If knowledge is not converted into action and organizational activities are not based on organizational knowledge, all knowledge management activities and processes will be ineffective. Because the application of knowledge bridges the gap between knowing and acting, and an important loop of learning feedback is created by doing and applying.

The relationship between knowledge management, knowledge sharing and knowledge application

The process of knowledge sharing can occur between individuals, groups or organizations through any type of communication channel. This process depends on the value of the source knowledge, the source's desire to share it, the strength of the communication channel, the recipient's desire to acquire knowledge, and the recipient's absorption capacity. Davenport and Prosak (1998) define knowledge sharing as a process that involves the exchange of knowledge between individuals and groups. After knowledge sharing, the application of knowledge is discussed. The application of knowledge refers to the fact that the acquired knowledge should be used if it is useful, regardless of who provided it. This process refers to combining knowledge with action and applying knowledge and reflecting it in the

services of the organization. Effective application of knowledge can increase productivity and reduce costs.

The key is to ensure that the knowledge provided in the organization is used usefully. Effective application of knowledge helps companies, organizations to increase their effectiveness and reduce costs. There must be methods and mechanisms in the organization that can be used and applied effectively by disseminating and sharing knowledge.

Successful implementation of a knowledge management program requires that the senior manager is well aware of the needs of the organization, has a clear vision for the future, has sufficient capabilities and financial resources to use new technologies to implement and apply knowledge.

Pfeiffer and Sutton (2000) consider the application of knowledge as the most important process of knowledge management. They argue that competitive advantage does not belong to organizations that have the best knowledge assets. It belongs to the organizations that make the best use of their knowledge in practice. If knowledge is not translated into action and organizational activity is not based on the knowledge of the organization, all activities and processes of knowledge management will be incomplete. The application of knowledge bridges the gap between knowing and acting, and creates an important link between feedback, learning by doing, and application. The application and learning cycle also bridges the gap between the ownership of theoretical knowledge and practice based on it. So new knowledge not only adds to the organization's knowledge bank but also provides more reliable knowledge.

The mission of knowledge management is achieved when knowledge is used properly. In fact, all knowledge management efforts are aimed at ensuring that the existing knowledge of the organization is used effectively for its benefit. Effective application of knowledge leads to problem solving and dynamic learning leads to improved financial performance and improved effectiveness of organizations.

10. Discussion and Conclusion

This study focuses on the concept of knowledge sharing and the application of knowledge in the organization. The issue of knowledge sharing in organizations is important. The important role of trust, appropriate organizational culture and structure, existing infrastructure in the field of technology, and motivational and incentive factors in the process of transferring tacit knowledge to employees. Organizations need to be sufficiently aware of the benefits of knowledge sharing, especially tacit knowledge, and at the same time increase employee awareness of the difficulty of transferring tacit knowledge.

Most people do not share their knowledge until they feel trusted. Although some believe that knowledge is power, it seems that knowledge is not power in itself, but what gives people power is the part of their knowledge that they share with others. In general, organizational knowledge should be used for the products, services, and processes of the organization. If an organization can not easily determine the right form of knowledge in the right place, it will face problems in competitive areas.

By reviewing sources and texts, it is inferred that in today's world, the sharing and application of knowledge are vital for the dynamism and services of organizations, and in addition to creating innovation, development, and prosperity in the organization, many areas of harm. is showing. Eliminates issues in the field of knowledge. Sharing and applying knowledge becomes something for the organization. Finally, the relationship between knowledge sharing, knowledge application, and knowledge management is discussed.

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