

# Knowledge Sharing in International Business: A Literature Review Study

Bandar Abdullah\*, Abdulrahman Alqarni

**Abstract:** In an era where global trade has developed along with the massive number and expansion of knowledge, the necessity of exchanging knowledge and international business has continuously increased. This is in light of international business organizations' intellectual capital, which propels them into global competition and provides them with a competitive advantage if utilized properly. The purpose of this research is to examine and assess two topics, namely, knowledge sharing and international business, as well as their location in research studies, importance, definitions and histories of those terms, and research interests for each one of these two dimensions. The review focused on the topic of knowledge sharing in international business organizations, with analysis and discussion of the most important research, studies, and trends along three axes: knowledge sharing, international business organizations, and earlier studies. The study concluded that knowledge sharing is an essential aspect of knowledge management since it connects the previous processes of acquiring knowledge capital to the subsequent processes of application and practice, which is especially important for international business organizations that need to benefit from knowledge in a variety of ways. In addition to the scarcity of studies that coupled knowledge sharing and international business, there is a great scope for developing models and applications in this field of study. We were unable to find studies that combined the two themes through research, but they were implicitly addressed within the research to highlight the importance of knowledge sharing in international business, and this is what motivates more research in this field due to the shortcoming of studies on the subject. It seemed to be that the essential element to organizational innovation is knowledge development and sharing.

**Keywords:** business administration; knowledge; knowledge management; knowledge management operations; knowledge sharing

## 1 INTRODUCTION

Organizations create value from their intellectual elements based on knowledge to achieve best practices. "Peter Drucker," an American management scientist, argues that the world is already dealing with knowledge businesses whose products are ideas, whose raw materials are data, and whose tool is the human mind, to the point where knowledge has become the most important component of the contemporary economic and social system [16].

Whenever knowledge is invested in any company, it becomes the intellectual capital and adds value that offers this company a great opportunity for competition and success against its competitors. We might argue that, among other material considerations, the factor of progress in the sphere of knowledge has become the most significant and valuable in life.

Knowledge management has a series of operations that may increase or reduce depending on the opinions of researchers, but the essence remains the same, and some sub-processes may increase. We will use the Fraunhofer IPK, 2001 model, which was used by [34] in their survey study on European organizations, which comprised six core knowledge management procedures, including the following:

- 1) Knowledge diagnosis
- 2) Knowledge objectives determination
- 3) Knowledge generation
- 4) Knowledge saving
- 5) Knowledge sharing
- 6) Knowledge application.

Knowledge sharing is considered as the strategic mediator of knowledge operations, as it connects the previous processes' valuable efforts to the next, and it is the application of knowledge in the company and its persistence, making it the most important in operations. International business organizations share knowledge in a

variety of ways, either in structured ways that derive from an understanding of the value of knowledge management in businesses or through specialized practices and applications to share knowledge among each other.

The most relevant research, studies, and trends for knowledge sharing in international business will be evaluated and discussed in this review, and the focus will be the topic of knowledge sharing in international business.

### 1.1 The Methodological Framework for the Review

The researcher used the Literature Review Methodology and will be committed in this review to include the most important terms in the fields of knowledge sharing and international business, as well as the first appearance of these terms in studies and research that focused on the two areas under review and tracking the historical development of the field. However, some digital indicators for the terms of knowledge sharing and international business in some Arab and foreign databases shall also be included. This is in addition to evaluating a set of studies that dealt with the terms knowledge sharing and international business individually, as well as studies that combined the two themes together and extracting patterns for those studies and research that were interested in the two topics under review and discussion.

#### First Axes: Knowledge Sharing

### 1.2 Important Terms and Concepts in the Domain of Knowledge Sharing

#### 1.2.1 Knowledge

Knowledge is a wide notion that refers to the act of creating, sharing, and/or applying knowledge through a variety of ways that are appropriate for the content, purpose, and participants involved [19].

Nonaka, believes that knowledge is simply a "flow of messages," whereas knowledge is based on knowledge and the accuracy of its interpretation is dependent on the individual's experience and awareness [41]. Other researchers believe that all knowledge is considered as knowledge, but true knowledge is more than just knowledge, that is, knowledge includes both knowledge and know-how [53].

### 1.2.2 Knowledge Management

Knowledge management (KM) is defined by Skyrme as "the explicit and methodical management of essential knowledge, as well as the accompanying procedures of invention, organization, publication, usage, and exploitation" [48]. Knowledge management principles have been examined and utilized in a variety of organizational and professional settings [28].

Knowledge management is defined as "a planned and organized approach to managing, creating, sharing, acquiring, and benefiting from knowledge which is considered as an asset of the organization, that enhance its ability and speed up its effectiveness in the delivery of products or services that benefit customers," [43].

### 1.2.3 Knowledge Management Operations

Lindvall et al., (2001) [32] defined knowledge management operations as "knowledge acquisition, saving, distribution, and application". Knowledge operations are represented in "sharing, storage, development, application, extraction, and classification of knowledge", according to [27]. It is expressed by [8] as how to manage knowledge by obtaining and analyzing it, as well as the consequences of constructing and synthesizing knowledge, codifying model knowledge, and structuring knowledge.

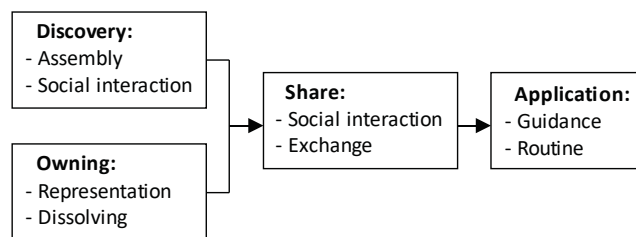


Figure 1 Knowledge management operations

Knowledge management, according to [40], consists of four primary processes: knowledge discovery, acquisition, sharing, and application. This is in addition to the other sub-processes mentioned in Fig. 1 (Fernandez, I. B. & Saberwal, R. (2014). Knowledge Management: Systems and Processes, 93).

### 1.2.4 The Concept of Knowledge Sharing as a Knowledge Management Operation

It is the process of passing explicit or tacit knowledge to others. The sharing of knowledge is defined by three

factors, which are as follows: First, effective knowledge transfer, which means that the future of this knowledge does not find it difficult to understand to a sufficient degree of trust and usefulness [24]. Second, knowledge is shared of itself, rather than recommendations based on knowledge, because in the first situation, the ability to do activities based on this knowledge is included, whereas in the second case, knowledge is used without embodiment. Third, knowledge is shared among various entities such as individuals, groups, departments, and organizations [4]. Knowledge sharing concept is described by Jasser and Ghoneim as "the process by which explicit or tacit knowledge is conveyed to other individuals through contacts between them" [3].

### 1.2.5 The Origin and Evolution of the Term "Knowledge Sharing" in Scientific Research and Studies

Although knowledge transfer and sharing were not directly discussed in Ikojiro Nonaka's article in 1991, he claimed that; "Because explicit knowledge is formal and methodical, it can easily be communicated and shared" [41]. Nonaka argues in another section of the same article argues; "This aids in the development of a shared knowledge base among employees and, as a result, facilitates the transfer of tacit knowledge" [41]. Following Nonaka's article, several other writers tackled the two terms of knowledge transfer and sharing, and the article became a jumping-off point for this theme [41].

Since then, the two phrases have steadily evolved and are now used interchangeably [20], but there has been a clear distinction between them in recent years.

In the year (1996), Appleyard [5] used the term knowledge sharing alone in the context of comparisons, such as (by contrasting semiconductor sector knowledge sharing with steel industry knowledge sharing) or (by comparing knowledge sharing in countries such as Japan and the United States) [17], were other researchers who followed in the same footsteps. They discovered that Toyota's competitive advantages in manufacturing are largely due to its ability to develop and maintain a network of knowledge-sharing operations.

In 2002, Cabrera & Cabrera [10] discussed various study views in the psychological and social aspects of knowledge sharing. For example, the study looked at how people think about social challenges while examining people's willingness to share knowledge with others, even if their organization has invested in specific technologies to make this possible.

In 2003, Ipe [23] investigated the topic of knowledge sharing within organizations' individuals, identifying four primary characteristics that influence knowledge sharing: 1) the type of knowledge, 2) desire for sharing, 3) sharing opportunity, and 4) culture and work environment.

An in-depth analysis of recently published articles has been presented on knowledge sharing at the individual level [49]. This article is the first comprehensive examination of individual knowledge sharing, whereas earlier studies have concentrated on technological challenges associated with knowledge sharing or knowledge transfer across institutions or organizations, or within inter-organizational networks.

### 1.3 Knowledge Sharing in Databases

The term "knowledge sharing" was tracked in the titles of studies and research from 2010 to 2020 by searching in some Arab and foreign scientific databases, yielding the following results:

#### First: The EcoLink the Arabic database.

Between 2010 and 2020, researchers looked for the term "knowledge sharing" in the titles of research and scientific papers, and came up with the Fig. 2.

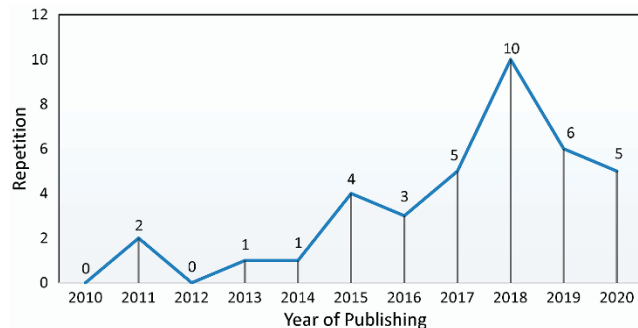


Figure 2 Repetition of the term knowledge sharing in the EcoLink database

#### Second: International Scientific Indexing (ISI)

Between the years 2010 and 2020, the term "Knowledge Sharing" was searched in the titles of research and scientific papers, and a significant difference in foreign publication was noticed, with a noticeable rise from the Arabic database, which increases each year compared with the year before. Fig. 3 shows a graphic illustration.



Figure 3 Repetition of the term knowledge sharing in ISI

#### Second Axes: International Business Organizations.

### 1.4 Important International Business Terms and Concepts

#### 1.4.1 Business Administration

Business administration is what is carried out of the administration's policies to help in the determination of the tasks that result in the desired outcomes from the work [9]. According to [42], business administration is defined as a set of actions and processes used within a company to meet management's objectives. Business administration is described academically as the areas of study based on the

understanding of management principles in the business sector, which includes gaining different university degrees, ranging from bachelor's to postgraduate studies [11].

#### 1.4.2 International Business

According to Boddewyn and others (2004) [7], international business is defined as "Work that crosses national borders," or "the comparative study of business as an organizational structure in different nations, business activities of companies across borders, and business interactions with the international environment" [17].

#### 1.4.3 International Business Management

According to Muhammad Khattab (2018) [38], international business management entails economic transactions coordinated by organizations and carried out beyond the regional borders of many countries to fulfill the desired and planned goals of these companies or individuals.

##### International business organizations

As stated in the previous definition by [38], the description of international business organizations encompasses economic transactions organized by organizations and carried out across regional borders of various countries to achieve the desired and planned goals of these organizations or individuals. Hence, it appears to us that organizations are one of the parties that can use international business management in their transactions, according to the definition of international business management made by [46].

As a result, we define international business organizations as entities that have commercial activities within countries and have branches in other countries to manage their commercial activities of various sizes and strengths, and as a result, they must consider those differences, as well as temporal and spatial differences, as well as different cultures and customs, to compete and obtain a good share of the market in various countries.

#### 1.4.4 Origination and Development of the Term "International Business Management" in Research and Scientific Studies

At the end of the 1960s and the beginning of the 1970s, American exports began to deteriorate, prompting concerned to seriously think about studying international business administration to learn more about the causes of this decline. Studies at the time revealed a gap in dealing with international markets due to a lack of interest in other languages, resulting in a lack of awareness of global markets and a drop-in export.

The curricula of the American business schools featured aspects of international business administration, emphasizing the importance of the international components of business administration in the country's economy. The study of languages and cultures began with the establishment of many cultural centers and the teaching of languages to strengthen the cultural position of the

American companies in global markets, which will be reflected in their ability to understand the nature of demand in foreign markets and to successfully make dealing with them and reaching them easier [38].

During the 1960s, each year, between fifteen and thirty worldwide business research projects were issued. An essay titled "Trends in International Business Research" was published in the JIBS editorial [39]. One of the article's main recommendations, which was highlighted twenty-five years ago, was that, despite the increasing pace of research in functional areas, more research in the field of international business is needed, with attention and focus on differences in cultures between countries and comparisons between nations. Since then, international business research has grown considerably to incorporate numerous elements and contemporary trends [51].

The concept of international business has altered considerably over the previous twenty-five years, and globalization has become a reality rather than a fad.

There was not enough awareness of the relevance of international business management at the end of the 1980s, but in the early 1990s, Melin (1992) [33] defined and raised three main topics in this framework: 1) The globalization phases model 2) Researches of the relationship between multinational corporations' strategy and structure 3) Researches on the administrative processes of multinational corporations and their existing organizational forms.

Melin's (1992) [33] model was utilized as a framework for analyzing 102 research papers in the early stages of international business, and it was revealed that the majority of the research is focused on the process of firm internationalization or globalization (63 papers). There were 22 articles devoted to internationalization strategy. Several researches explored transactions and technology transfer, including 13 papers addressing transaction costs, agency theory, foreign direct investment (FDI) decisions, and networks. As a result, scholars have focused on the globalization of family businesses, as we mentioned at the beginning, while many other areas remain unexplored.

Until the emergence of networks as a modern phenomenon [18, 25], global corporations [29], modern international corporations, and multinational corporations in emerging countries [13, 26], few theories emerged at the end of the 1980s.

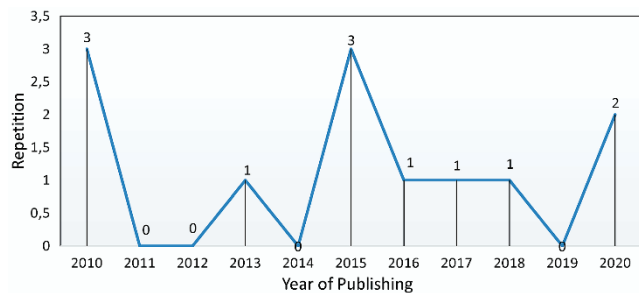


Figure 4 Repetition of the term (International Business) in the EcoLink The Arabic database

These operations spawned the appearance of international firms, stimulated the growth of new markets,

and aided the expansion of many family businesses into foreign markets, resulting in the formation of multinational family businesses.

### The term (International Business) in the Databases

The term "international business" was traced in the titles of studies and researches from 2010 to 2020 by searching in some Arab and foreign scientific databases, yielding the following results:

#### First: The EcoLink the Arabic Database

Between 2010 and 2020, researchers looked for the term "international business" in the names of researches and scientific papers, and came up with the following visual illustration:

#### Second: International Scientific Indexing (ISI)

Between the years 2010 and 2020, the term "International Business" was searched for in the titles of research and scientific papers. The considerable rise in the international publications, which increases each year, was observed as a significant difference when compared with Arabic publications in the Arabic database. The following Fig. 5 is a graphic illustration.



Figure 5 Repetition of the term (International Business) in ISI

#### Third Axes: Previous Research

##### A) Some Specialized Studies and Researches Interests and Trends Related to the Term Knowledge Sharing

Many studies and research projects have looked into the various aspects of knowledge sharing, including but not limited to:

Mubarki Safaa, (2019) [37] studied "Knowledge sharing as an introduction for developing learning skills: an exploratory study for a sample of graduate students (Algeria)", aimed to focus on self-learning skills for the purpose of development. It also aimed to shed light on the theories that have been circulating in the context of knowledge sharing behaviors as well as learning of the most important skills that graduate students have to acquire and then set of proposals that contribute to the quality of students' learning skills after graduation.

The study came up with a number of conclusions, the most important of which is that knowledge sharing is a planned procedure for ensuring the transfer of both tacit and explicit knowledge to concerns via communications. Knowledge sharing also confirms an increase in organizational loyalty, as well as enhancement in individual bonding and knowledge expansion.

Razmerita, Kirchner, and Nielsen (2016) [31] investigated; "What factors have an impact on organizational knowledge sharing? From the viewpoint of the whirlpool of social media." The study's purpose was to find out what factors inspire employees to share their knowledge, as well as the factors that prevent them from participating in their employers' social media.

The findings of the study revealed the motivations and barriers that limit knowledge exchange within organizations. The study discovered major incentives in enjoying assisting others, monetary rewards, management support, behavior modification in knowledge sharing, and recognition with the same. Changes in behavior, distrust, and a lack of time are all barriers to knowledge sharing.

Uqti, (2013-2014) discussed "The Impact of Strategic Leadership on Knowledge Sharing". The study's purpose was to find out how strategic leadership approaches affect knowledge-sharing behavior and strategy. In addition, to investigate the indirect effects of these strategies on knowledge sharing behavior through internal marketing, marketing orientation, and organizational learning culture.

The study concluded with the most crucial finding: that one of the most important indirect benefits of strategic leadership practices is the performance and plan of knowledge sharing through internal marketing. Training is also crucial in encouraging knowledge-sharing behavior and the adoption of a knowledge-sharing plan by pushing leadership practices aimed at human capital and balanced control. In his study, the researcher discovered that the adoption of an incentive and reward strategy plays an important role in developing a strategic vision and creating an organizational culture that is considered as essential support for encouraging knowledge-sharing behavior and a commitment to implementing related strategies.

## **B) Research Interests and Trends for the Term International Business in Some Specialized Studies**

Many studies and research have been conducted on the axes of international business, including but not limited to:

Al-Fahal, Hussein, and Zarzour, Ibrahim (2015) [1] argued "Protecting International Business: An Introduction to Political Risk Management" addressed one of the major issues that has arisen as a result of the political and economic rapprochement that has occurred in our world today, namely the internationalization of companies that are affected by the political conditions of the countries in question required for investing in. One of the priorities that must be thoroughly explored before entering into investment and the risks it encounters is the process of protecting the foreign business.

According to the findings, multinational corporations' negotiation abilities and skills, as well as the tactics and

procedures they employ to manage political risks, must be backed up by a significant influence of political leaders in the company's home country on the host countries. This is accomplished by putting pressure on these host governments to change their policies in favor of foreign commercial corporations, allowing them to manage and control strategic assets in the sites where they are located. As a result, risk is an inherent aspect of the investment, and political risk management is a critical concern for multinational corporations.

Jormanainen and Koveshnikov (2012) [26] investigated the internationalization of emerging market foundations (EMFs) in fourteen international management journals (IM) between 2000 and 2010, using an inductive approach and qualitative content analysis technique.

The study was concerned with the phenomenon of emerging market foundations (EMFs) internationalization as another "research laboratory" that allows researchers to validate their current theoretical approaches and develop new ones that are likely to be useful to the largest number of companies of all origins and shapes operating globally in the contemporary business environment. To attain these objectives, academics must maintain regular communication with international business practitioners and be ready to provide timely advice to businesses. (Bartunek, Rynes, & Ireland, 2006)

Czinkota & Ronkainen (2009) [14] examined "Trends and Indicators in International Business", pointed out that forecasting with changes in business environments is critical for policies, companies, and academia as well as for an appropriate response by policymakers and corporate decision-makers. Most experts agree that recent (business) trends are more important to business strategy than they were a few years ago.

The results of the study indicate that issues of terrorism and corruption have increased in importance while trade negotiations have declined, and the researcher believes that corporate strategies need a major reform to fulfill the promises that lead to globalization, and since trends have become multidimensional, opinions from stakeholders become more important than any time before.

Hill, Charles (2008) [21] investigated "International business: Competing in the Global Market Place," which stated that international business is defined as "business activities that entail the transfer of resources (raw materials, capital, and people), goods (assembled and end products), services (business consulting, financial services, insurance, education, and so on), knowledge (databases, networks), and knowledge and skills (administrative skills or intellectual property rights), beyond the national borders in reality".

The research discusses cultural differences in international business in some of its sections, and this topic is also recognized in other important international business manuals such as that mentioned by [15] and [47]. The study is noteworthy, as it covers all aspects of international business in-depth, from the principles through theories of international trade, finance, accounting, international operations, human resource management, and marketing. The study serves as a comprehensive academic resource and

reference in this regard. The research also looked into market access strategies.

### C) Research Interests and Trends of the Term International Business in Some Specialized Studies

We will look at a number of studies that combined the terms of the first dimension, which is knowledge sharing, and the second, which is an international business and discuss them from various perspectives. We discovered a scarcity of research that combined the two dimensions, especially Arabic ones. Furthermore, there is also a scarcity of foreign research that has brought the two terms together, and we will review a number of studies that have been reached, focusing on the topics of those studies, what they aim for, and the most important results they have revealed, and we will also draw attention to the fact that we did not reach conferences, workshops, or associations interested in both themes together, through our research.

Rungsithong and Meyer (2020) [45] examined "Trust and Knowledge Sharing in the Business Environment: A Study of International Relations between the Buyer and Supplier in Thailand". In emerging markets, trust between organizations and individuals is a critical factor in the knowledge exchange between the buyers and suppliers. This study investigates whether the positive correlation between trust and knowledge sharing is stronger or weaker in an emerging market setting.

The study's findings suggest that the distance between customers' and suppliers' human resources may act as a natural barrier to the relationship between trust and knowledge sharing [36]. However, these barriers can be overcome via intensive communication and cross-cultural awareness training, as well as the encouragement of informal communication and greater behavior transparency [30]. The development of similar values and standards for buyer-supplier interactions is aided by interpersonal relationships [22; 35].

Evans & Qureshi, (2015) [44] investigated "Obstacles of Knowledge Sharing in the Pharmaceutical Sector: A Case Study" which intended to discuss the barriers to knowledge sharing in the pharmaceutical industry. One of the most important aspects of promoting knowledge assimilation is effective knowledge sharing.

The findings show that major hurdles to knowledge sharing exist in the corporation, both within and across organizations. The lack of knowledge sharing has a number of cascading repercussions, according to the study. In addition, despite the challenges, there appears to be a desire to share knowledge and learn from others. Finally, the study stated that the organization is not an educational institution and that the industry sector should seek to foster a friendly and voluntary knowledge culture between individuals and organizations.

Abdullah, Halim, and Loo, (2013) [2] studied "Knowledge sharing between the headquarters and its global companies: the impact of the manager's function, compensation structure, and cultural differences". The study's goal was to examine the impact of branch

managers' roles in knowledge exchange, as well as branch managers' compensation and motivation systems, and the degree of cultural differences between the home country and the host country and their impact on knowledge exchange between headquarters and multinational companies.

According to the findings of this study, all three criteria have an impact on the degree of knowledge sharing between subsidiaries and head office. The strongest link between knowledge sharing and senior management compensation and cultural differences has been discovered. According to the findings, multinational firms should provide rewarding benefits to branch managers who share valuable knowledge or business knowledge that can help improve the company's performance and competitiveness, such as promotions, bonuses, and better wages.

As per the results of this study, cultural differences in Malaysia may enable more knowledge exchange between headquarters and subsidiaries. One possible explanation for this outcome is that the wider the cultural divide, the greater the necessity for communication and knowledge and knowledge exchange between the two parties to fill the gap.

Wendling, Oliveira, and Maçada (2013) [50] discussed "Knowledge sharing barriers in global teams. Journal of Systems and Knowledge Technology", which aimed at determining the challenges that knowledge sharing in the international work teams may encounter.

The findings of this study offer a fresh viewpoint and a better understanding of how barriers to knowledge sharing interact and interrelate with one another. These findings may be useful to academics and organizations since they add to the conversation on knowledge sharing among members of international work teams and show the reality of two technological businesses on the topic. Further research on the impact of different software development techniques on knowledge sharing, as well as how swift technique might enhance knowledge sharing, is recommended to continue this type of research. More research and quantitative analysis of the relationship between knowledge-sharing barriers and enabling factors is also recommended in the study.

Carrillo, Ortiz Fournier, and Rogelio (2009) [12] argued "Improving innovation and knowledge sharing by overcoming cultural barriers", aiming to identify potential cultural barriers that impede knowledge production and sharing within the corporation as well as between organizations with regional or international character and different branches, to find effective ways to overcome these barriers.

This study stated that knowledge generation and sharing are critical to innovation, and it's crucial to understand how different cultures interact, especially in international firms, because this has a big impact on knowledge sharing and exchange.

One of the study's findings is that in international business organizations, management must deal with the organizational environment and emotional intelligence,

which would remove barriers between employees within the organization. The study recommends the formation of a specialized team of employees whose primary task is to manage knowledge in each branch of the organization in coordination with the main office. This group is entitled to remove barriers to knowledge sharing and timely delivery

amongst branches to gain a competitive advantage for the organization.

The Fig. 6 shows the relationship between the cultural axes and the elements of knowledge sharing, as stated in the study.

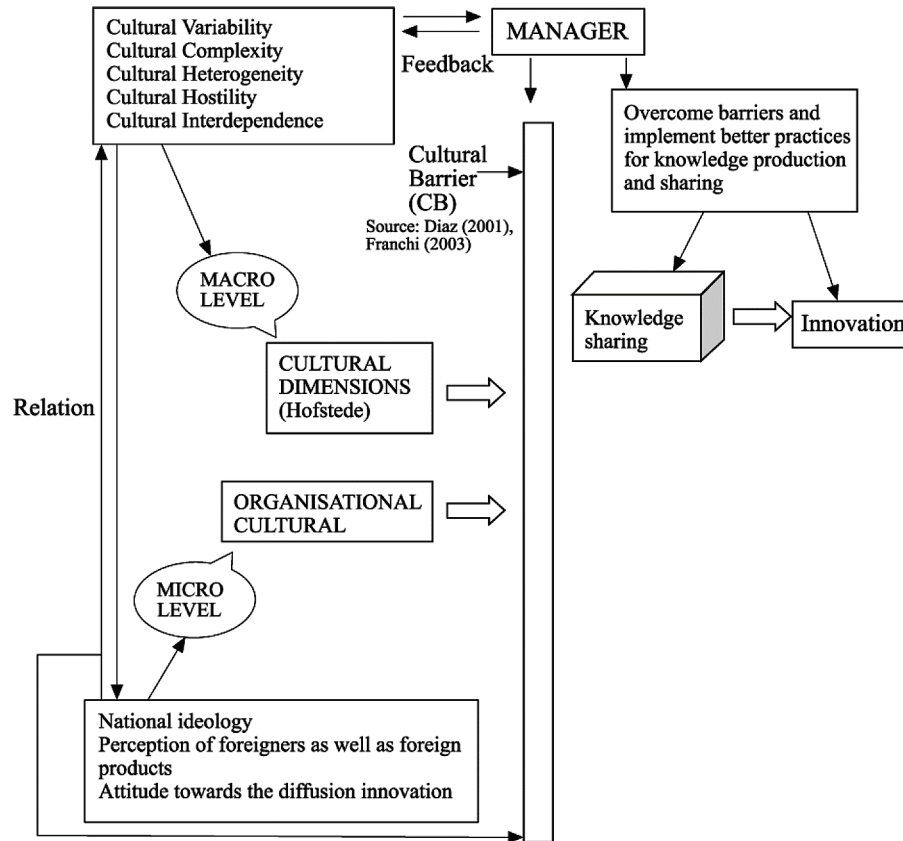


Figure 6 The relationship between the cultural dimension and the knowledge-sharing elements for the study

Xiong, Song and Deng, Hepu (2008) [52] examined "Critical Success Factors for Effective Knowledge Sharing in Chinese Joint Ventures". The study analyzes the impact of culture on knowledge sharing in Chinese joint ventures using a multiple case study method. According to this study, efficient communication shared attitudes, training, and leadership are all critical success factors for effective knowledge sharing in joint Chinese firms. These findings also aid in the formation of a distinct company culture that promotes knowledge sharing leading to improved organizational performance in an economy of progressive globalization.

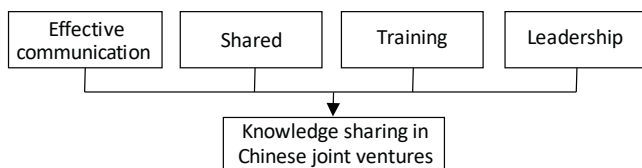


Figure 7 Effective Knowledge Sharing Model in Chinese Joint Ventures

The findings show that the creation of diverse organizational cultures can help international joint ventures

share knowledge. The results also illustrate the study's multiple effects on the function of culture in knowledge exchange in a multicultural setting; First, national culture and organizational culture influence knowledge exchange in Chinese joint ventures. Second, the study demonstrates that in Chinese joint ventures, unique organizational cultures can be formed to mitigate the detrimental effects of the general culture of knowledge sharing among people. Third, effective communication, shared mindsets, training, and leadership, among other critical success factors identified for effective knowledge sharing in Chinese joint ventures, all play a key role in assisting the development of specific organizational policies and strategies for knowledge sharing in joint ventures.

Anna Jonsson and Thomas Kalling (2007) investigated the "Challenges of knowledge sharing across national and organizational boundaries: a case study of IKEA and SCA Packaging". The study's goal is to figure out how institutional pressures and the organizational environment, as well as knowledge issues, influence knowledge sharing within multinational companies (MNCs). Furthermore, the purpose is to demonstrate the distinctions across industries,

by contrasting a retail company with a manufacturing company.

The study's findings revealed that knowledge factors alone, as explanatory elements, would not be able to affect knowledge sharing across national borders or within an organization. The success of knowledge exchange depends on institutionalization. As a result, when institutional pressures promote knowledge sharing, industry and organizational structure distinctions are lost or, at the very least, play a secondary role in determining the variables that drive knowledge sharing. The two case studies demonstrate that institutional pressures, as well as the structure and management of organizations, have a significant impact on the willingness to share and understand knowledge.

## 2 STUDY FINDINGS

Several findings were taken from the themes and earlier studies that highlight the relationship between knowledge sharing and international business. The following are the most important concluded points:

- We noted a dearth of studies, particularly in Arabic, that combined knowledge sharing and international business. During our search, we were unable to locate any study that has collected the two themes for research.
- By tracing the two terms in Arabic and foreign databases, we discovered that there were few studies in Arabic for the two terms individually, whereas the number of studies in foreign databases increased over the last ten years for the two subjects individually, as shown in Figs. 8 and 9, while we found no titles of studies that combined the two terms together in Arabic or foreign databases, and we came across few studies that dealt with the two terms in another way within the study.
- Based on the research we have done, we have determined that the organizational culture is the most important aspect in spreading a suitable culture of knowledge sharing.
- Furthermore, the external culture that employees bring from their communities and countries may create barriers to knowledge exchange, especially if the company has branches in other countries, making it more difficult to understand cultural, spatial, and linguistic differences.

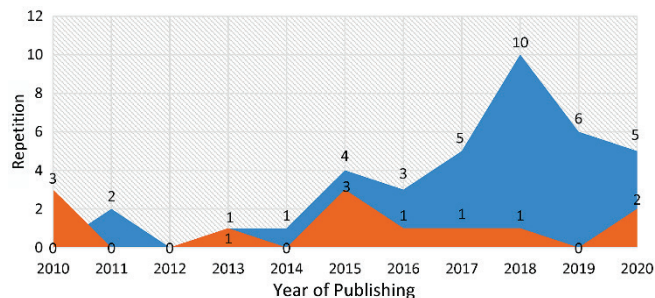


Figure 8 Repetition of the terms knowledge sharing and international business in the EcoLink the Arabic database

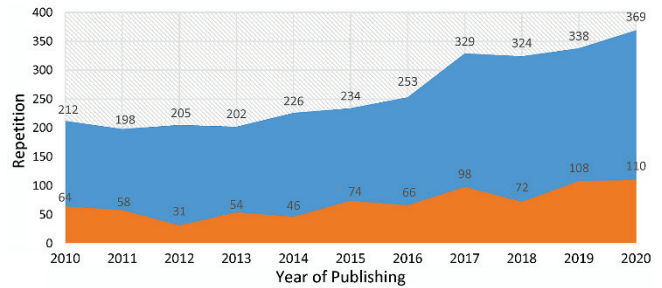


Figure 9 Repetition of Knowledge Sharing and International Business in the foreign database (ISI)

- As previously stated by Möller and Svahn (2004), practical experience in a variety of cultural circumstances is also an appropriate medium.
- A natural impediment to the relationship between trust and knowledge exchange may be the distance between customers and suppliers' human resources [36].
- Cultural differences may encourage headquarters and branches to share knowledge.
- Management must address the organizational environment as well as emotional intelligence to break down barriers between employees
- it is important to establish a specialized knowledge department in the firm's branches, or at the very least within the parent company.
- Institutionalization is essential to the success of knowledge sharing.
- Organizational innovation requires knowledge development and exchange [12].
- Effective communication, participative mindsets, training, and leadership have all been identified as critical success factors for effective knowledge sharing in Chinese joint ventures [52], as illustrated in the Fig. 7.

## 3 DISCUSSION

- The shortage of studies integrating the two concepts necessitates and provides an opportunity for additional studies and research.
- Individually, the two terms are uncommon in Arab and international databases, but their use in foreign databases has increased over the last ten years for the two themes. In terms of collectively, no Arabic study has compiled them, while only a few foreign studies have mentioned them, showing that there is a broad area for research in knowledge sharing in international business to maximize the influence and profit of international organizations.
- The organizational culture is so significant enough because it should include policies and legislation that enable the organization to manage this process and spread a culture of knowledge sharing within it through codified mechanisms and procedures, to maximize the organization's knowledge assets and reap the benefits in all of its local and international branches.
- Employees' external cultures from their communities and countries can obstruct knowledge exchange.



Recognizing these cultural, physical, and temporal barriers becomes much more challenging if the organization has branches in other countries. As a result, creating an organizational culture to overcome these barriers encourages the most effective use of knowledge to gain a competitive advantage.

- Practical experience in various cultural contexts is also an appropriate medium, as it should improve individuals' ability to understand cultural cues and provide them with a better foundation for communicating across cultures, and organizational culture is another important mediator and part of the solution, so field experts should not be overused and the organization should get benefited from them to the greatest extent possible.
- Human resource distances between buyers and suppliers are a hindrance that can be overcome by extensive communication and cross-cultural awareness training, encouragement of informal communications, and more transparency in behavior [30].
- Cultural differences may make knowledge transfer between branches easier. One possible explanation for this result is that the greater the cultural distance, the more communication, knowledge, and knowledge exchange between the two parties is required to bridge the gap.
- Having a knowledge management system in place in the company's branches, or at the very least in the parent company, aids in organizing the process of sharing knowledge in a way that is appropriate for the company, allowing it to retain and capitalize on its knowledge capital to gain a competitive advantage. As a result, establishing a dedicated knowledge management department in a company, especially one that is worldwide, is crucial.
- The organizational climate and emotional intelligence. According to research, forming a specialized team of employees whose main goal is to manage knowledge at each branch of the institution in collaboration with the parent organization's head office is recommended. This is for the company's benefit to have a competitive advantage.
- Institutionalization is critical to the success of knowledge exchange. When institutional pressures promote knowledge sharing, industry and organizational structure distinctions are lost or, at the very least, play a secondary role in determining the variables that drive knowledge sharing.
- Effective communication, participatory mindsets, training, and leadership, all of which have been identified as critical success factors for effective knowledge sharing in Chinese joint ventures [52], all play a key role in the development of specific organizational plans and practices for knowledge sharing in common projects.
- Because of cultural and geographical barriers among their various branches, organizations need greater knowledge exchange among themselves [12], and

international organizations are singled out here because they require more knowledge interchange.

#### 4 CONCLUSION

The prior discussion of the two dimensions, knowledge sharing and international business, including their importance, their role in research studies, the definitions and histories of these terminologies, and issues for each of the two dimensions, show their significance. Especially in this era, when global trade has expanded in tandem with the expansion of information, with the vast amount of information available at all times, and the knowledge capital held by international business institutions, which exposes them to global competition and provides them with a competitive advantage if it is well exploited.

Knowledge sharing is a vital aspect of knowledge management because it connects the processes that lead to owning knowledge capital to the actions that contribute to its application and practice, which is especially important for international business institutions that need to benefit from it in a variety of ways, and the field is excellent at developing models for that and applications alike.

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**Authors' contacts:**

**Bandar Abdullah**

(Corresponding author)  
King Abdulaziz University, Information Science Department,  
Jeddah, Saudi Arabia  
E-mail: babdullah@uj.edu.sa

**Abdulrahman Alqarni**

King Abdulaziz University, Information Science Department  
Jeddah, Saudi Arabia