Motivation for knowledge management approach and future prospects: A review of perspectives in Bangladeshi organisations

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Abstract

Purpose: Knowledge management is becoming an area of interest for striving towards extensive organisational development. The key to organisational development in the current business environment depends on how much knowledge is shared to accommodate the resources. The article aims to investigate the use of knowledge-sharing approaches by organisations in Bangladesh, where the concept is relatively new and explore the deficiencies and gaps in this area.

Research Methodology: The study is purely qualitative. For this review article, 40 articles about knowledge sharing and management have been reviewed to develop an understanding of the concept of KM and its application in the context of MNEs in Bangladesh.

Results: As knowledge management is a new concept in Bangladesh and other developing countries, there is limited study about KM and KS. It is therefore crucial to develop an understanding of the concept of having a strong position in the competitive business environment. Hence, the need to address the gaps, barriers and challenges of knowledge sharing and knowledge management extends beyond literature and proceeds to accommodate the concepts further extending towards research in this field.

Contribution: With the emergence of the concept of knowledge management, organisations are becoming more aware of the need to encourage KS and address the limitations. It is important to develop innovative methods, and processes to bring about positive changes in organisational demography, practices and policies. Furthermore, better knowledge management will enhance the profitability and performance of organisations in countries like Bangladesh and other developing countries.

Novelty: As the concept is relatively new in Bangladesh, it is possible to expand its scope further in different industrial contexts. It is also possible to explore the use of knowledge-sharing tools for organisational development.

Keywords: *Knowledge Management, Innovative, Development, Bangladesh, MNEs, Qualitative*

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1. Introduction

Knowledge has been identified as crucial for any organization to survive today's competitive and dynamic situation. With the rise in competition in the business environment, organisations strive to gain

a competitive advantage. Knowledge management today, is regarded as an asset (Asrar-ul-Haq & Anwar, 2016). Knowledge management is a systematic approach to organising valuable intangible assets to develop and bring continuous improvement (Ghorbani & Khanachah, 2020). Thus, it is easily understandable that managing and sharing knowledge systematically is as important as other valuable aspects of an organization. Knowledge is sought to be the key to achieving competitive advantage through the optimisationoptimisation of assets focusing on strategic goals (Adula, Kant, & Birbirsa, 2022; Yuan, Olfman, & Yi, 2020). To avail competitive advantage and success, nowadays organizations heavily depend on knowledge, so knowledge sharing and management practices have become a valuable success factor for worldwide organizations.

Increased importance for knowledge displays the fact that management of knowledge proves to bring about positive outcomes for an organisation for gaining a competitive advantage and a prospect of future success. It is evident from the literature, that knowledge is an important element for continuous innovation and future success (Asrar-ul-Haq & Anwar, 2016). Proper utilization of resources can accumulate a strong knowledge-based organisation, resulting in a higher level of productivity, increased performance and improved capability (Cummings, 2004; Lin, 2007) of resources. The increase in knowledge, capability and ability is beneficial for effective innovation and resource development (Drucker, 1999; Kogut & Zander, 1992).

If knowledge is not managed and utilized properly then the benefits of knowledge cannot be impactful for an organization. Especially, the knowledge which is accumulated in human minds over time cannot have any beneficiary outcome if it is not utilized and shared correctly. Witherspoon, Bergner, Cockrell, and Stone (2013) identified knowledge sharing as the most vital one among other processes of Knowledge management. Effective and efficient knowledge management is possible by implementing sound, positive impacting policies aligned with organisational goals (Komakech, Obici, & Mwesigwa, 2021). As organizations in Bangladesh are still getting acquainted with the concept of KM, hence, employing qualified personnel can be beneficial for organisational and knowledge management objectives (Susanto & Rambano, 2022).

Knowledge sharing perspective is quite a new approach for Bangladeshi organizations, unfortunately, which could be one of the major issues for lack of innovation in this country, which means Bangladesh should have taken knowledge cultivation steps earlier. We would highly recommend Bangladeshi HR professionals to consider emphasizing on exploring knowledge management and knowledge sharing process as well as their implementation. Otherwise, the benefits of organizational knowledge will be far fetching for Bangladeshi companies whereas, the global market will continue to enhance their advantage in this subject at a great pace. Due to a lack of awareness, HR professionals neglected knowledge sharing for many years, but from the year 2000, they came to realize the importance of knowledge management. Knowledge sharing can be defined as the transference of knowledge among individuals, groups, teams, departments, and organizations (Crossan, Lane, & White, 1999; Ipe, 2003).

During the paper reviews, we also identified some impactful knowledge-sharing behaviours such as the personal characteristics of the knowledge bearer, as well as the characteristics of groups and organizations where knowledge-sharing will take place. Transfer of knowledge is also influenced by several factors, mainly trust (Simonin, 1999); and the difference in culture (Bhagat, Kedia, Harveston, & Triandis, 2002). The focus of this paper is to realize the issues in knowledge sharing and transfer, especially in the context of Bangladesh across various industries and sectors. The authors reviewed the research work done by various writers and researchers on knowledge sharing, knowledge management and knowledge transfer over the past few years. In addition, this paper tried to find the possible main factors of barriers to knowledge sharing and knowledge transfer, which are identified as research gaps for future research aspects. In brief, this paper mainly focused on the topic of "Factors Affecting Employees' Motivation for Knowledge Management" by utilizing various parameters like keywords, similar literature, points and research gaps to identify the most appropriate opportunity for further research.

The study intends to further scrutinize the work of previous researchers and authors about knowledge sharing, and transfer among employees in organisations. Moreover, the possible antecedents of knowledge transfers rely on the promoting strategies, and policies to strengthen organisational outcomes.

2. Literature review
2.1 Evolution of the Concept
Knowledge management has emerged recently in the corporate culture although the desire to share knowledge is very natural. Alnatsheh et al., 2023; stated "Knowledge is one of the most important factors producing success and competitive advantage in organizations." In 1958, Michael Polanyi created an exhaustive catalogue of knowledge categories in his signature project "Personal Knowledge", which took almost 9 years (Polanyi, 1958). Polanyi draws an intellectual landscape that begins with Ptolemy and proceeds to the 20th Century by analysing the art of personal knowing in disciplinary scholarship. Later in 1996, Myers addressed organizational performance because of the interaction of strategy, organizational context and individual behaviour. Thus, according to Myers (2009), an individual's action is influenced by his or her environment, reflecting organizational characteristics important for Knowledge management success.

According to the literature review we did our understanding of knowledge is awareness or cognition, developed through study, observation, experience and analysis of the outside world in an individual. Moreover, if this knowledge is combined with organizational resources becomes an organizational knowledge source. In 2019 Mohajan (Mohajan, 2019), quoted "Although the conceptualization of knowledge in the context of business and work has been clear by dividing it into two types, namely explicit knowledge and tacit knowledge".

There is a debate among scholars regarding the concept of knowledge sharing, knowledge transfer, knowledge management and knowledge exchange. Knowledge management is an overall concept that circulates and covers knowledge-sharing and socialization perspectives. Whereas, knowledge transfer considers knowledge as a transferable object from one person to another. On the other hand, knowledge exchange both covers knowledge sharing and knowledge seeking.

Grant (1996) considered knowledge sharing as a process of reinforcing organizational effectiveness by enhancing the use of knowledge that is shared by the workforce. For Chakravarthy et al., knowledge sharing was a process of a work unit at the workplace to access valuable knowledge of other work units that are vital to increasing organizational effectiveness. Moreover, Bock and Kim defined the transfer or spread of individual knowledge in an organisation.

In brief, organizational knowledge sharing is the movement of knowledge among employees and colleagues in an organization that increases collaborative activities for problem-solving, generating new ideas, etc.

A strong sense of knowledge management creates a positive working environment for employees. The organisational cultural environment acts as a driving force for creating an adaptive knowledge-sharing environment, thus encouraging employees to accept the changes and encourage them to participate and invest towards achieving organisational goals (Tan, Lye, Ng, & Lim, 2010). Knowledge management is deemed to be a huge area, which continues to inspire diverse characteristics and opportunities to investigate extensively the contributory factors, From the standpoint of employee engagement, the knowledge management concept is relatively new in Bangladesh. Although there has been extensive research on the topic in other countries with related factors of knowledge sharing, employee engagement and employee performance (Mosoti & Masheka, 2010).

2.2 Why Knowledge Sharing and Why Knowledge Management Now?
We must establish why knowledge sharing is so important. But it's more than that, fostering a knowledge-sharing culture allows you to tap into subject matter experts! Across the business, people

will have built skills and best practices that are specific to your product and customer – when they share those experiences, they allow others to skip the trial and error phase and get right to productivity.

And the more you encourage that behaviour, the more an organic learning culture builds throughout the team! This means all of this and the benefits we'll dive into are happening day in and day out.
Benefits of sharing knowledge at work:
1. Collaborate and build collective knowledge
2. Find better ways of doing things
3. Build a community and learning culture
4. Create better customer experiences
5. Retain knowledge
6. Connect remote employees to knowledge
7. The feel-good factor

Knowledge Management (KM) is presently experiencing a rebirth, with greater executive interest and organizational commitment. Driven by the post-Covid transition to hybrid and remote work, the employee churn during the great resignation, and the explosion of AI driven by knowledge graphs and large language models, the value that KM offers is better understood, and KM initiatives are being prioritized like never before.

2.3 KM Predictors/Drivers
Knowledge management promotes practices and technologies that facilitate the efficient creation and exchange of knowledge within communities of practice.
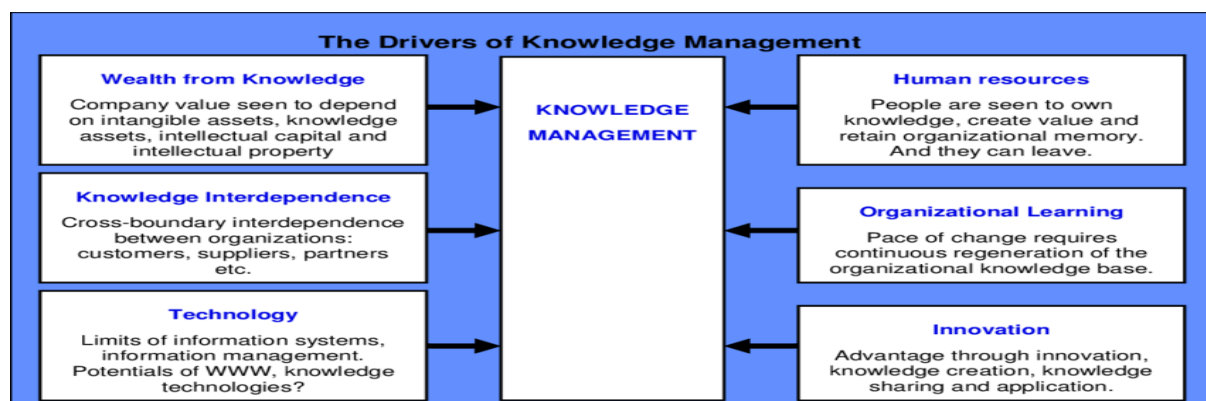

Figure 2. Typical private sector view of the drivers of Knowledge Management (source: OUBS).

Knowledge management is about:
> • organizational memory
> • intellectual content of products
> • combining knowledge through teamwork
> • learning from stakeholders
> • embedded in intellectual property rights

2.4 KM Challenges
With the increasing importance of knowledge management in organizations, simplification of tacit knowledge sharing among individuals has been a subject of interest for organizations. However, the distribution and transmission of knowledge is a challenge because of the unstructured nature of the tacit knowledge and many obstacles that hamper the successful flow of knowledge. Previous research has explained many factors in the form of facilitators, motivators, barriers, and restrictions, which have a thoughtful effect on the tacit knowledge-sharing behaviour of individuals (Asrar-ul-Haq & Anwar, 2016; Gupta, Iyer, & Aronson, 2000). Knowledge management (KM) faces several challenges, restricted by both technological and human factors. Here are some common ones:

2.5 Balancing additional workload and accurate content

In a knowledge management system, maintaining a steady stream of contributions to content, the knowledge flow is an important issue. Thus, a critical problem is motivation: motivating users to contribute. This may be difficult depending on the level of structuring of the content in the KMS. When the knowledge content is highly designed a great deal of effort is required up front to ensure the proper structuring. Additionally, motivation is also difficult since extra effort and time required for structuring contributions need to be allocated in addition to their regular job tasks (Asrar-ul-Haq & Anwar, 2016; Gupta et al., 2000). So, managing additional workload while maintaining accurate content is indeed a significant challenge in knowledge management. Employees need to understand their roles in enhancing performance and improving knowledge and skills (Muchsinati, Oktalia, & Priscilla, 2024). As organizations grow, the volume of information they need to manage also increases, often leading to a heavier workload for knowledge managers.

2.6 Knowledge Capture and Retention

Indeed, capturing and retaining knowledge within an organization is a persistent challenge, particularly in today's fast-paced and dynamic business environment. Here are some reasons why it's challenging. Without the right processes in place for organizational knowledge recovery and recycling, the KR cycle is not complete, leading to KL. Organisations' top management and policymakers should remain in direct contact with employees and have interactive sessions as part of knowledge sharing and knowledge management (Nson, 2024). The lack of available social KTMs for the conversion of individuals to socially objectified knowledge leads to KL. KTM weaknesses increase the risk of automatic and realized KL (Levallet & Chan, 2016). It can be challenging to capture and retain knowledge, especially tacit knowledge before employees leave leave or retire. This loss of knowledge can be harmful to organizational performance.

2.7 Technology Adoption

As the basis of value creation increasingly depends on the influence of the intangible assets of firms, knowledge management systems (KMS) are emerging as powerful causes of competitive advantage. However, the general recognition of the importance of such systems seems to be accompanied by a technology-induced drive to implement systems with poor reflection of the fundamental knowledge problems that the KMS are likely to solve (Hahn & Subramani, 2000). Implementing KM systems and technologies can be challenging due to the battle of employees who are habituated to traditional methods of knowledge sharing. Ensuring user-friendly boundaries and providing suitable training is crucial for successful adoption.

2.8 Challenges on Cultural Barriers

Humans are the key element of knowledge activities, and then the kind of culture in institutions for knowledge activities is critical and determining, However, culture can be a major structural obstacle for the activities of knowledge management. A lot of organizations which implemented knowledge management have articulated that their research shows that organizational culture is the main obstacle to knowledge formation and distribution. In addition, many researchers have mentioned culture as one of the significant factors that allows knowledge management (Khakpour, Yamani, & Pardakhtchi, 2008). Organizational culture plays an important role in knowledge sharing. In cultures where knowledge announcement is rewarded or where trust is absent among employees, sharing knowledge openly can be challenging. Building a culture of teamwork and knowledge sharing is vital but can take time and effort.

2.9 Theoretical Propositions on Organizational Performance:

Knowledge Management activities do not occur individually in an organization, rather specific organizational factors contribute to knowledge management and sharing initiatives. According to our selected paper review, we would like to emphasize some theories which we find common in most of the literature related to organizational knowledge management. Those are as follows:
1. Organizational structure, strategy, technology and culture have positive effects on knowledge management and thus facilitate knowledge-sharing activities.

2. The leadership of an organization has a high impact on the Knowledge management culture of that particular organization.
3. Trust in the workplace has a beneficiary effect on knowledge management.
4. Proper development and utilization of human capital have a positive effect on Knowledge management approaches.
5. Knowledge management has a direct and indirect impact on better organizational performance.
6. Management commitment has a positive effect on knowledge-sharing initiatives.
7. Mistake tolerance and informal networks have a positive impact on knowledge culture.
8. Relax and friendly official attitudes promote knowledge-sharing initiatives.

As a crucial element of organizational performance, success, and staff well-being, intellectual capital has long been considered a value generator for firms Wei et al., 2023. Sullivan maintained that intellectual capital includes knowledge-based resources (Ling, San, & Hock, 2009; Muchsinati & Mea, 2022) that lead to a sustainable competitive advantage in an enterprise. For Youndt, Snell, Dean Jr, and Lepak (1996), it is the knowledge that companies and organizations use for competitive advantage. Similarly, Castaneda and Cuellar (2020) referred to the relationship between creativity, knowledge and their influence in achieving organisational goals, hence sharing knowledge across organisations extensively to increase organisational performance

C. Wang and Hu (2020) In a more recent study, Dumay referred to intellectual capital as an organization's overall possession of intellectual material, intellectual assets, knowledge, periods, and information for creating value. In summary, knowledge management can generate value, wealth and competitive advantage for any organization.
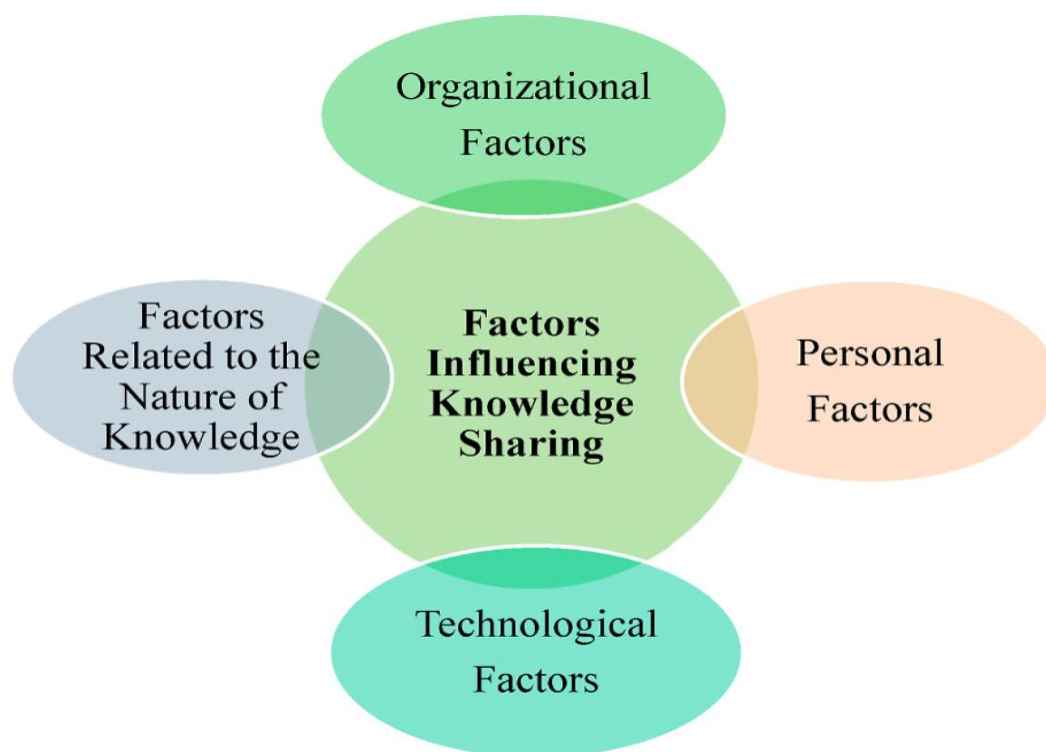

Figure 3. Factors influencing knowledge sharing in organizations

3. Results and discussions
3.1 Discussion
In this section, we will mainly represent our review understanding of 40 selected papers in a tabular format. The importance of knowledge management is growing day by day, especially, since the facilitation of knowledge contained in the human mind such as experience, skills, and knowledge has become a topic of interest for many organizations worldwide. However, tacit

knowledge like the human mind is unstructured and due to the lack of a proper process of sharing, there is a huge barrier to transferring this kind of knowledge systematically. Employees' knowledge, aptitude and values is core to designing and implementing policies to strengthen organisational growth, gaining competitive advantage, and management in Bangladeshi organisations (Akter, 2021). The role of organisational stakeholders is key to creating a clear directive (Kooli, 2019). Depending on the organisational scenario, knowledge can be categorized as both a tactical and explicit presentation of the organisational environment and demography (Z. Wang, 2023; Zhu, Tang, Wang, & Chen, 2021). Very few previous research papers highlighted important factors and approaches to create an appropriate knowledge-sharing system procedure or Technology. During these literature reviews, one of the major perspectives was to explore appropriate opportunities, processes, future directions and approaches to knowledge sharing and knowledge management in the context of Bangladeshi organizations. Please find the table below:

Table 1. Literature Review of selected papers

SL	Title	Authors	Methods & Context	Key-Findings
1.	Key factors influencing knowledge sharing practices and its relationship with organizational performance within the oil and gas industry	Arif Abdelwhab Ali, Dhanapal Durai Dominic Panneer selvam, Lori Paris and Angappa Gunasekaran (Abdelwhab Ali, Panneer selvam, Paris, & Gunasekaran, 2019)	Using an online questionnaire - Qualitative Research, Data were analyzed using applied structural equation modelling to validate the model and test the hypotheses- Quantitative Both	The results indicate that significant relationships exist among the model constructs. This study demonstrates that organizations in the OG industry may increase performance by adopting knowledge-sharing practices. Managers should focus on Web 2.0 and other knowledge-sharing systems to facilitate both tacit and explicit knowledge-sharing.
2.	Factors Affecting Knowledge Management and Its Effect on Organizational Performance: Mediating the Role of Human Capital	Forouzan Rezaei, Mohammad Khalilzadeh, and Paria Soleimani, (Rezaei, Khalilzadeh, & Soleimani, 2021)	Questionnaire Based study, A questionnaire with each question carrying some values which later used to formulate results. Quantitative and Qualitative methods utilized	This study shows that knowledge management, both directly and through the human capital variable, has an effective role in improving organizational performance. Designing and implementing this research model and evaluating it with PLS software help researchers to implement a sustainable knowledge management system in any organization to remain in today's competitive markets.
3.	A systematic review of knowledge management and knowledge sharing: Trends, issues, and challenges	Muhammad Asrar-ul-Haq and Sadia Anwar (Asrar-ul-Haq & Anwar, 2016)	This study employs meta-review to serve the purpose because the meta-analytical approach is based on nomothetic	The study highlighted the obvious gap in the literature about knowledge-sharing practices in developing countries. The available literature mainly focuses on knowledge management practices about different work-related outcomes, and lack in its development, process mechanism, and

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			knowledge, as it provides generalized observations, or principles based on a large number of studies, previously conducted with different methods and metrics in some common effect size measures. Qualitative method.	implementation. Based on the review, it is evident that knowledge management and sharing are the most significant areas for future research.
4.	Factors influencing the success of knowledge management process in health care organizations: a literature review	Haleh Ayatollahi & Kimia Zeraatkar (Ayatollahi & Zeraatkar, 2020)	Qualitative research Methodology, the sources used for searching relevant papers were PubMed, Scopus, Science Direct, Web of Knowledge, EMBASE and Google Scholar, and the time frame was between 1980 and 2017.	Health sciences librarians can help healthcare organizations and healthcare staff as knowledge brokers to gain the relevant skills and knowledge to make evidence-based decisions leading to excellent and safe patient care. More formal education and continuing professional education are needed to make the knowledge brokers able to implement knowledge management initiatives in healthcare organizations.
5.	Factors affecting knowledge management success: the fit perspective	Chun-Ming Chang, Meng-Hsiang Hsu and Chia-Hui Yen (Chang, Hsu, & Yen, 2012)	The study employed qualitative and quantitative methods to understand the subunits' task attributes.	The empirical support for the argument that the fit among KM processes, KMS capabilities and task characteristics can improve KM performance. Results reveal that fit significantly affects knowledge satisfaction, knowledge quality and creativity for subunits performing focused, process-oriented and broad, process-oriented tasks. The findings reflect the fact that individuals within organizational subunits should use the four KM processes of appropriate levels to generate new knowledge to accomplish their tasks.
6.	An investigation into the factors affecting	Li-Su Huang Mohammed Quaddus	While the conceptual framework	This study presents an inductive approach utilizing a multiple-case method to seek the main

SL	Title	Authors	Methods & Context	Key-Findings
	knowledge management adoption and practice in the life insurance business	Anna L. Rowe and Cheng-Po Lai (Huang, Quaddus, Rowe, & Lai, 2011)	developed for embracing KM is derived from generalizable TRA and TAM theoretical models, one must be mindful of the uniqueness of the life insurance business in Taiwan. Quantitative process	factors, variables and links of KM adoption and practice among the life insurance enterprises in Taiwan. A conceptual framework was proposed first by literature reviews. Based on the conceptual framework, a more extensive research model was then developed using the data collected from the field study, which was undertaken by inviting 10 interviews from six different life insurance enterprises.
7.	Success factors of knowledge management in temporary organizations	Frank Lindner, Andreas Wald (Lindner & Wald, 2011)	The development of the research model, qualitative research method, surveyed 8000 members and other affiliated persons of the German Association for Project Management (GPM)	The main obstacle for KM in projects is the temporariness as the organization is resolved after the task execution and knowledge generated in the project may get lost. The study showed that systematic processes to generate, store and retrieve knowledge positively affect PKM effectiveness. The increasing knowledge intensity of work contents and the projectivization of businesses give rise to a need for the management of knowledge in and between temporary organizations.
8.	Factors affecting employees' k knowledge-sharing behavior in the virtual organization from the perspectives of well-being and organizational behavior	Hao-Fan Chumg, Jonathan Seaton, Louise Cooke, Wen-Yu Ding (Chumg, Seaton, Cooke, & Ding, 2016)	This research mainly investigates antecedents that may affect the knowledge-sharing behaviour of employees in the whole system of Farmers' Associations in Taiwan. Qualitative Research	This research augments the concepts of social capital theory and organizational culture with one pivotal motivator, the sense of well-being, to examine empirically factors concerning knowledge-sharing behaviour through the use of ICTs within the complicated context of a virtual organization.

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9.	The influence of green Human Resource management on employees' green innovation behaviour: The Role of green organizational commitment and knowledge sharing	Min Yang, Zhongbin Li (Yang & Li, 2023)	This paper utilized a quantitative method grounded on the projected research framework.	The empirical conclusions of this paper establish that (1) green HRM has a positive significant drive on employees' GIB; (2) green HRM can enhance employees' GOC; (3) employees' GOC positively affects their GIB; (4) GOC plays a partial mediating role between GHRM and workers' GIB; and (5) KS enhances the positive interaction between GOC and GIB and further moderates the mediating role of GOC between GHRM and GIB.

Future research can be extended to the team level to discuss the mechanism of organizational GHRM on team GIB and optimize the research model. |
| 10. | A theoretical review on the role of knowledge sharing and intellectual capital in employees' innovative behaviours at Work | Jinhong Xu, Wei (Xu & Wei, 2023) | After a deep review of the literature on knowledge sharing, Wang and Neo designed and introduced a seminal model for researching knowledge sharing in organizations. Their model includes five different areas with associations with one another. Qualitative research | In this theoretical review study, it was claimed that employees' knowledge-sharing skills and willingness, intellectual capital, and innovative behaviours at work have close associations with one another. In a working environment in which the workforce are willing to share their novel ideas and knowledge with colleagues, especially during a crisis such as the pandemic, the intellectual capital of both employees and the firm is enhanced, too. |
| 11. | Knowledge Sharing: Assessment of Factors Affecting Employee' Motivation and Behavior in the | Hussin J. Hejase, Ziad Haddad, Bassam Hamdar, Rola Al Ali, Ale J. Hejase and Nouri Beyrouti | Mixed method (Qualitative & Quantitative) | The results of this study have implications for staff and managers in organizations. Organizations have to create a culture that is pro-knowledge sharing where knowledge sharing is valued by everyone, and strategies that are more knowledge-friendly are |

SL	Title	Authors	Methods & Context	Key-Findings
	Lebanese Organizations	(Hejase et al., 2014)		implemented; this is done through mentoring programs, creating communities, conferences and generating a vision that emphasizes knowledge and its importance.
12.	Factors Influencing Employee Knowledge-Sharing Capabilities in Electronic Government Agencies in Malaysia	Noorazah Md Noor & Juhana Salim (Noor & Salim, 2011)	Qualitative method	Upon a critical review of factors affecting KS and factors affecting KSC, this paper attempts to examine the factors that have been cited as significant in influencing employees of KSC within Electronic Government (EG) agencies in Malaysia. Two capable factors that are considered in this study are technical factors and non-technical factors. This paper proposes an integrated conceptual framework of employees' KSC which can be used for research enhancement.
13.	Effect of Motivation and Trust on Knowledge Sharing and Effect of Knowledge Sharing on Employee's Performance	Dr Mohammad Hossein Moshref Javadi, Nasim Darvish Zadeh, Moeide Zandi, Javad Yavarian (Javadi, Zadeh, Zandi, & Yavarian, 2012)	Quantitative Method	The results showed that the factors of motivation and confidence are considered as factors affecting knowledge-sharing behaviour and they enhance knowledge-sharing, therefore, they should be taken into consideration. In addition, the overall indices of the model showed that the presented pattern is a good theoretical model for determining the effect of knowledge sharing on employee performance in which the data supported the model. Generally, the effect of the above factors on knowledge-sharing behaviour and the effect of knowledge-sharing on employees' performance in Gas Company was confirmed.
14.	Attitude, Perceptions and Motivation towards Knowledge Sharing: Views from Universities in Kwara State, Nigeria	O. W. Bello and Rafiat A. Oyekunle (Bello & Oyekunle, 2014)	Quantitative Method	The findings revealed that attitude is significantly associated with intention to share knowledge; intention is significantly associated with knowledge-sharing behaviour; and, intrinsic motivation is significantly associated with knowledge-sharing behaviour.

SL	Title	Authors	Methods & Context	Key-Findings
				The findings of the study provide insights into faculty members' attitudes, intentions and motivations towards knowledge sharing and strategies for enhancing knowledge sharing in institutions
15.	Motivational Factors in Influencing Knowledge Sharing Among Banks in Malaysia	Nya Ling Tan, Ying How Lye, Tuan Hock Ng, Ying San Lim (Tan et al., 2010)	Qualitative method	This research shows that motivational factors and knowledge sharing process (by applying Nonaka's SECI model), directly had a significant influence and impact in determining the success of the sharing of warranted knowledge among bank employees in achieving desirable organizational competitiveness. The research findings provide useful information and help deepen the understanding of banks in motivating their employees' tendencies to engage in knowledge-sharing practices.
16.	Impact of motivational factors on knowledge sharing behaviour of managers in Ready Made Garments (RMG) Industry of Bangladesh	Md Asadul Islam, Amer Hamzah Jantan, Arif Md Khan, Md Habibur Rahman, Osman Monshi (Islam, Jantan, Khan, Rahman, & Monshi, 2018)	Quantitative Method	The results showed that among the selected motivational factors, enjoyment in helping others was highly associated with the knowledge-sharing behaviour of managers in RMG organizations. However, expected organizational rewards, reciprocal benefits and knowledge self-efficacy have a moderate level of impact on managers' knowledge-sharing behaviour.
17.	Individual motivational factors of optimistic knowledge sharing behaviour among university academia	Irram Shahzadi, Raja Mazhar Hameed, Abdul Rauf Kashif (Shahzadi, Hameed, & Kashif, 2015)	Quantitative Method	The study found that all the stated individual motivational factors are positively and strongly associated with the optimistic knowledge-sharing behaviour of university academia. Moreover, the study also discovered that knowledge-sharing intention mediates the relationship between knowledge-sharing attitude and knowledge-sharing behaviour. The management of Academia should invest in individuals' motivational factors, to augment their knowledge-sharing

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				behaviour. Regardless of significant contributions, the study also entails some limitations which are also discussed in this paper. Moreover, the future line of study is also addressed.
18.	Determinants of Employee Motivation and its Impact on Knowledge Transfer and Job Satisfaction	Nida Zafar, Sana Ishaq, Shaista Shoukat, Muhammad Rizwan (Zafar, Ishaq, Shoukat, & Rizwan, 2014)	Quantitative Method	Due to this analysis, it is found that Pay and Appreciation do not directly affect employee motivation. Job satisfaction also has no direct link with employee motivation but training of employees, expectancy and knowledge transfer have direct relationship with employee motivation. These three variables help a lot to motivate an employee.
19.	Role of Knowledge Management on Organizational Performance, Case of Jimma University in Ethiopia	Sultan Jema & Shimelis Zewdie (Jemal & Zewdie, 2021)	Quantitative & Qualitative Method	Major finding includes: willingness of knowledge sharing and discovery was at high level. Knowledge sharing, capture, utilization as well as organizational and IT infrastructure support was at medium level. Chi-square ($\chi 2$) test indicated there is association between knowledge capture, sharing, utilization, organization support, IT support and performance. However ordinal logistic regression analysis revealed that only component knowledge utilization has positive and significant impact on performance. The study identified challenges in the practice of knowledge management such as inadequate funds, unsatisfactory documentation, inadequate support and cooperation consecutively. Thus, colleges should spend more on knowledge management practices that can improve innovation utilized in funding research, enhance teamwork, improve technology, and motivate academic staff to retain and share knowledge.

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20.	The Role of Organizational Commitment in Mediating Job Satisfaction and Work Motivation with Knowledge-Sharing Behavior in 4 Star Hotels in Badung Regency, Bali	Sihombing, Irene Hanna H. Supartha, I. Wayan, Subudi, Made; Dewi, I. Gusti Ayu Manuati (Sihombing, Supartha, Subudi, & Dewi, 2017)	Quantitative Method	The result showed that there is a significant relationship between job satisfaction and organizational commitment. Work motivation has no significant positive relationship between organizational commitment and knowledge-sharing behaviour. Organizational commitment has a full mediation role in the relationship between job satisfaction and knowledge-sharing behaviour. The novelty in this study is the examination of the relationship between work motivation and knowledge-sharing behaviour and the examination of the role of organizational commitment as mediation. Organizations need to increase employees' job satisfaction as this will have an impact on improving organizational commitment. Increased organizational commitment is essential to improve employees' quality of services provided to customers. Improved quality of service, to avoid the failure of service delivery and reduce operational costs, can be improved by developing knowledge-sharing behaviour
21.	Key factors influencing knowledge sharing practices and its relationship with organizational performance within the oil and gas industry	Arif Abdelwhab Ali, Dhanapal Durai Dominic Panneer selvam, Lori Paris and Angappa Gunasekaran (Abdelwhab Ali et al., 2019)	Using an online questionnaire - Qualitative Research, Data were analyzed using applied structural equation modelling to validate the model and test the hypotheses-Quantitative Both	The results indicate that significant relationships exist among the model constructs. This study demonstrates that organizations in the OG industry may increase performance by adopting knowledge-sharing practices. Managers should focus on Web 2.0 and other knowledge-sharing systems to facilitate both tacit and explicit knowledge-sharing.
22.	Factors Affecting Knowledge Management and Its Effect on	Forouzan Rezaei, Mohammad Khalilzadeh,	Questionnaire Based study, A questionnaire with each	This study shows that knowledge management, both directly and through the human capital variable, has an effective role in

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	Organizational Performance: Mediating the Role of Human Capital	and Paria Soleimani, (Rezaei et al., 2021)	question carrying some values which later used to formulate results. Quantitative and Qualitative methods utilized	improving organizational performance. Designing and implementing this research model and evaluating it with PLS software help researchers to implement a sustainable knowledge management system in any organization to remain in today's competitive markets
23.	A systematic review of knowledge management and knowledge sharing: Trends, issues, and challenges	Muhammad Asrar-ul-Haq and Sadia Anwar (Asrar-ul-Haq & Anwar, 2016)	This study employs meta-review to serve the purpose because the meta-analytical approach is based on nomothetic knowledge, as it provides generalized observations, or principles on the basis of a large number of studies, previously conducted with different methods and metrics in some common effect size measures. Qualitative method.	The study highlighted the obvious gap in the literature about knowledge-sharing practices in developing countries. The available literature mainly focuses on knowledge management practices in relation to different work-related outcomes, and lack in its development, process mechanism, and implementation. Based on the review, it is evident that knowledge management and sharing are the most significant areas for future research.
24.	Factors influencing the success of knowledge management process in health care organizations: a literature review	Haleh Ayatollahi & Kimia Zeraatkar (Ayatollahi & Zeraatkar, 2020)	Qualitative research Methodology, the sources used for searching relevant papers were PubMed, Scopus, Science Direct, Web of Knowledge, EMBASE and Google Scholar, and the time frame was between 1980 and 2017	Health sciences librarians can help healthcare organizations and healthcare staff as knowledge brokers to gain the relevant skills and knowledge to make evidence-based decisions leading to excellent and safe patient care. More formal education and continuing professional education are needed to make the knowledge brokers able to implement knowledge management initiatives in healthcare organizations

SL	Title	Authors	Methods & Context	Key-Findings
25.	Factors affecting knowledge management success: the fit perspective	Chun-Ming Chang, Meng-Hsiang Hsu and Chia-Hui Yen (Chang et al., 2012)	The study employed qualitative and quantitative methods to understand the subunits' task attributes.	The empirical support for the argument that the fit among KM processes, KMS capabilities and task characteristics can improve KM performance. Results reveal that fit significantly affects knowledge satisfaction, knowledge quality and creativity for subunits performing focused, process-oriented and broad, process-oriented tasks. The findings reflect the fact that individuals within organizational subunits should use the four KM processes of appropriate levels to generate new knowledge to accomplish their tasks.
26.	An investigation into the factors affecting knowledge management adoption and practice in the life insurance business	Li-Su Huang Mohammed Quaddus Anna L. Rowe and Cheng-Po Lai (Huang et al., 2011)	While the conceptual framework developed for embracing KM is derived from generalizable TRA and TAM theoretical models, one must be mindful of the uniqueness of the life insurance business in Taiwan. Quantitative process	While the conceptual framework developed for embracing KM is derived from generalizable TRA and TAM theoretical models, one must be mindful of the uniqueness of the life insurance business in Taiwan. Quantitative process.
27.	Success factors of knowledge management in temporary organizations	Frank Lindner, Andreas Wald (Lindner & Wald, 2011)	The development of the research model, qualitative research method, conducted a survey among 8000 members and other affiliated persons of the German Association for Project Management (GPM)	The main obstacle for KM in projects is the temporariness as the organization is resolved after the task execution and knowledge generated in the project may get lost. The study showed that systematic processes to generate, store and retrieve knowledge positively affect PKM effectiveness. The increasing knowledge intensity of work contents and the projectivization of businesses give rise to a need for the management of knowledge in and between temporary organizations.

SL	Title	Authors	Methods & Context	Key-Findings
28.	Factors affecting employees' k knowledge-sharing behaviour in the virtual organization from the perspectives of well-being and organizational behaviour	Hao-Fan Chumg, Jonathan Seaton, Louise Cooke, Wen-Yu Ding (Chumg et al., 2016)	This research mainly investigates antecedents that may affect the knowledge-sharing behaviour of employees in the whole system of Farmers' Associations in Taiwan. Qualitative Research	This research augments the concepts of social capital theory and organizational culture with one pivotal motivator, the sense of well-being, to examine empirically factors concerning knowledge-sharing behaviour through the use of ICTs within the complicated context of a virtual organization
29.	The influence of green Human Resource management on employees' Green innovation behaviour: The role of green organizational commitment and Knowledge sharing	Min Yang, Zhongbin Li (Yang & Li, 2023)	This paper utilized a quantitative method grounded on the projected research framework.	The empirical conclusions of this paper establish that (1) green HRM has a positive significant drive on employees' GIB; (2) green HRM can enhance employees' GOC; (3) employees' GOC positively affects their GIB; (4) GOC plays a partial mediating role between GHRM and workers' GIB; and (5) KS enhances the positive interaction between GOC and GIB and further moderates the mediating role of GOC between GHRM and GIB.

Future research can be extended to the team level to discuss the mechanism of organizational GHRM on team GIB and optimize the research model. |
| 30. | Determinants of knowledge sharing in a public sector organization | Angela Titi Amayah (Amayah, 2013) | Quantitative research | Community-related considerations, normative considerations and personal benefits were three motivators found to have a unique contribution to the variance in knowledge sharing. The following enablers had a significant effect on knowledge sharing: social interaction, rewards, and organizational support. Two barriers, degree of courage and degree of empathy, which measured organizational climate, were found to have a |

SL	Title	Authors	Methods & Context	Key-Findings
				significant main effect on knowledge sharing. The interaction of normative consideration with social interaction, personal benefit with organizational support, and normative considerations with degree of courage, had a moderating effect on the relationship between motivating factors and knowledge sharing.
31.	Examining the role of knowledge sharing on employee performance with a mediating effect of organizational learning	Jamini Ranjan Meher , Rohita Kumar Mishra (Meher & Mishra, 2022)	Mixed method and Qualitative approach	This study confirms the conceptual model with the data. The key contributors are organizational intelligence (OI), organizational learning and knowledge sharing and organizational culture. The performance of the employee is primarily based on organizational learning. OI, knowledge sharing and organizational culture are the major factors that create an environment for organizational learning.
32.	Effects of socio-technical Factors on organizational intention to encourage knowledge sharing	Hsiu-Fen Lin, Gwo-Guang Lee (Lin & Lee, 2006)	Empirical	The results showed that organizational climate significantly influences perceived relative advantage, compatibility, and complexity, which in turn positively affected the intention to encourage knowledge sharing. Contrary to previous studies, this study found that IT support did not significantly affect the three innovation characteristics of knowledge sharing.
33.	Perceptions of senior managers toward knowledge-sharing behaviour	Hsiu-Fen Lin, Gwo-Guang Lee Management Decision (Lin & Lee, 2006)	Qualitative Research	The analytical results showed that the research model fitted the data well and the main determinants of enterprise knowledge-sharing behaviour were the encouraging intentions of senior managers. Additionally, senior managers' attitudes, subjective norms and perceived behavioural control were found to positively influence intentions to encourage knowledge sharing. Finally, research and practical implications were suggested.

SL	Title	Authors	Methods & Context	Key-Findings
34.	Organizational justice and knowledge sharing behaviour: The role of psychological ownership and perceived organizational support	Zahid Hameed, Ikram Ullah Khan, Zaryab Sheikh, Tahir Islam, Muhammad Imran Rasheed, Rana Muhammad Naeem (Hameed et al., 2019)	Quantitative research	The results of this research reveal that dimensions of OJ (procedural, distributive and interactional justice) positively influence psychological ownership. In addition, psychological ownership is found as an underlying psychological mechanism in the relationship between OJ and KS behaviour. The results also indicate that a higher level of POS strengthens the relationship between psychological ownership and KS behaviour.
35.	Knowledge sharing motivational factors of using an intra-organizational social media platform	Vilma Vuori Jussi Okkonen (Vuori & Okkonen, 2012)	Theoretical and Empirical	The results reveal that the motivation to share knowledge through an intra-organizational social media platform is the desire to help the organization reach its goals and help colleagues, while financial rewards and advancing one's career were seen as least motivating. The key issues enabling the success of using a collaborative intra-organizational social media platform in knowledge sharing are in line with the general knowledge sharing motivational factors, although supplemented with some additional features: reciprocity in knowledge sharing, making every day work easier and faster and ease of use are the key factors that make or break the success.
36.	Exploring the relationships among tacit knowledge sharing, mentoring and employees' abilities: The case of Al-Hikma pharmaceutical company in Jordan	Mohammad Orsan Al-Zoubi, Ala'al din Alrowwad, Ra'ed Masa'deh (Al-Zoubi, Alrowwad, & Masa'deh, 2020)	Applied quantitative research	Results revealed that tacit knowledge sharing had a positive effect on employees' abilities in the areas of adaptation to the work environments and creation of innovative ideas, while there was no affirmative effect on employees' abilities in the area of solving work problems. In addition, the study showed that mentoring had a positive effect on employees' abilities in terms of solving work problems, adapting to work environments and creating new innovative ideas. Furthermore, mentoring has

SL	Title	Authors	Methods & Context	Key-Findings
				mediated the relationship between tacit knowledge sharing and employees' abilities.
37.	Spiritual leadership as a pathway toward innovative work behaviour via knowledge sharing self-efficacy: the moderating role of innovation climate	Kamila Usmanova, Daoping Wang, Eli Sumarliah, Sher Zaman Khan, Safeer Ullah Khan, Amjad Younas (Usmanova et al., 2023)	Quantitative research	The results indicated that employee high ranking of SL is positively related to KSSE. Moreover, SL is significant in enhancing IWB, whereas KSSE explained this relationship. The authors also suggest that an employee's KSSE is significant to form important behaviour at work (IWB). However, IC did not play its moderating role in the SL – IWB link.
38.	A Framework of Knowledge Management Systems: Issues and Challenges for Theory and Practice	Hahn, Jungpil and Subramani, Mani (Hahn & Subramani, 2000)	Series of semi-structured interviews	As the basis of value creation increasingly depends on the leverage of the intangible assets of firms, knowledge management systems (KMS) are emerging as powerful sources of competitive advantage. However, the general recognition of the importance of such systems seems to be accompanied by a technology-induced drive to implement systems with inadequate consideration of the fundamental knowledge problems that the KMS are likely to solve
39.	A systematic review of knowledge management and knowledge sharing: Trends, issues, and challenges	Muhammad Asrar-ul-Haq &Sadia Anwar (Asrar-ul-Haq & Anwar, 2016)	Quantitative and qualitative studies	The relationship between knowledge sharing and transfer can be further explored with social media, organizational politics, and communication in organizations. The result of the meta-review will generate nomothetic knowledge implications by scrutinizing the antecedents and barriers to knowledge sharing and transfer.
40.	Knowledge management: the new challenge for the 21st century	Sadri McCampbell, A., Moorhead Clare, L. and Howard Gitters, S. (Sadri McCampbell, Moorhead Clare, & Howard Gitters, 1999)	Case studies	This paper defines the newly emerging concept of knowledge management. The topics presented include principles and practices of knowledge management, organization, distribution, dissemination, collaboration and refinement of information, and the effect on productivity and quality in business today.

An in-depth review of the selected 40 research publications revealed numerous barriers and hindrances to knowledge sharing and knowledge transfer. In the following section, we will discuss the most relevant points among those considering our topic "Factors Affecting Employees' Motivation for Knowledge Management". We will enlist our ideas and perspectives as well as important points from the reviewed papers.

3.2 Important Points and Research Gaps

Gap 1: Trust issue is identified as one of the most important barriers considering the general perspective from the review papers. In Bangladeshi organizations, there is no difference – people do not like to share their valuable knowledge because they do not trust other people, even their subordinates. According to our perspective, the fear of getting cheated or low self-esteem could be reasons of this kind of mental barrier. We propose to develop a knowledge-sharing official platform where anybody can share knowledge through writing or voice recording in exchange of performance base rewards such as incentive or added holiday or reward points.

Gap 2: Research or study that is not conducted in the context of developing countries like Bangladesh:
1. Organizations have to create a culture that is pro-knowledge sharing where knowledge sharing is valued by everyone
2. Motivational Factors in Influencing Knowledge Sharing Among Banks in Malaysia two capable factors i.e., technical factor and non-technical factor.
3. Attitude, Perceptions and Motivation towards Knowledge Sharing: Views from Universities in Kwara State, Nigeria.
4. Individual motivational factors of optimistic knowledge sharing behavior among university academia.
5. Determinants of Employee Motivation and its impact on Knowledge Transfer and Job Satisfaction
6. Role of Knowledge Management on Organizational Performance, Jimma University in Ethiopia.
7. The Role of Organizational Commitment Mediating Job Satisfaction and Work Motivation with Knowledge-Sharing Behavior in 4 Star Hotels in Badung Regency, Bali.

Gap 3: Reward system and Motivation – Research gap of a particular reward system and motivating approach in the context of Bangladesh is not studied or researched. We would say a definite reward system such as announcing a competitive knowledge sharer name chart can be a good option in Bangladeshi Organizations, benefits – the names will appear in the chart they will have increased incentive/ Bonus percentage or free vehicle service for a particular time, and s/he will be consulted for his/ her knowledge base on organizations decisional aspects.
Research Idea – What can be an effective reward system in the context of Bangladesh for promoting knowledge sharing and knowledge Transfer?
Research Solution – A special network system to identify who knows what, so the knowledge can be easily transferred.

Gap 4: Organizational Structure – While reviewing literature papers we found that most Bangladesh firms and companies lack an organizational structure which facilitates knowledge sharing or knowledge transfer.

Research Idea – Develop an appropriate organizational structure in the context of Bangladesh by considering the nature of people to facilitate successful knowledge transfer.

Gap 5: Friendly Relations – Developing a social relationship approach to creating friendly environment in an organization to facilitate better knowledge sharing and knowledge transfer situation?

Gap 6: Innovative Organizational Culture – In the context of Bangladesh there are very few Innovative organizational Culture.

Research Idea – Approach to appropriate organizational culture to facilitate innovative mentality in organizational growth considering work environment of Bangladesh?

Gap 7: Entry-Level Training and Motivation for Knowledge Sharing: There's a need to enhance training programs and incentives specifically tailored to newcomers to encourage their active participation in knowledge-sharing initiatives from the onset.

Gap 8: Entire Process for Knowledge Sharing: The end-to-end process of knowledge sharing, from content creation to dissemination and utilization, requires refinement and optimization to ensure seamless and effective knowledge flow across the organization.

Gap 9: Creating an Informal Environment: Cultivating informal settings and platforms where employees feel comfortable sharing insights and experiences can significantly boost knowledge exchange and collaboration.

Gap 10: Emotional Support and Personal Problem-Solving Sessions: Providing avenues for emotional support and dedicated sessions for addressing personal challenges can foster a supportive workplace culture, enhancing overall well-being and productivity.

3.3 Future Directions

As a new emerging concept in developing countries, there is much to study about managing and sharing knowledge which are essential for a global competitive environment. The review and research gap of this study has shown the barriers and challenges of knowledge sharing and transfer from various perspectives. These issues can be addressed as individual topics or as collective approaches in full-fledged future research.

4. Conclusion

Our systematic review attempts to provide research gaps and barriers of selected 40 literature on Knowledge management in organizational environments. Many scholars are now fascinated by the perspective and benefits of knowledge management (KM) and knowledge sharing (KS) activities. This study tried to emphasize and highlight the impactful research gaps from the selected literature review by considering the organizational aspect of developing countries such as Bangladesh. Based on the review knowledge management and knowledge sharing can be very effective future research topics. Specially, to overcome the barriers like process mechanism and implementation of KM and KS. However, process and implementation methods will differ from organization to organization. In the end, we acknowledge by reviewing selected papers on the Topic "A Review of Factors Affecting Employees' Motivation for Knowledge Management Approach and Future Research Aspects" that knowledge-sharing practices and approaches will provide significant advantages for organizations in the global competition, especially in developing countries. Thus, extensive and detailed research needs to be conducted on related aspects of Knowledge management and knowledge sharing.

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