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## Organizational Success based on the Inter-Organizational Knowledge Sharing (IOKS) Perspective

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### Abstract

*This paper develops an IOKS (Inter-Organizational Knowledge Sharing) model to assist organizations in managing knowledge sharing effectively. The study conducts a systematic literature review of IOKS research from 2000 to 2024, analyzing 52 articles. It reveals that IOKS plays a vital role in knowledge management, enabling organizations to acquire knowledge from others, thus enhancing innovation performance. Key mechanisms for IOKS include alliances, professional networks, information technology, joint training, and employee exchanges, which foster strong relationships and improve learning capabilities. The success of IOKS is influenced by factors such as trust, open culture, shared goals, and collaboration incentives. These elements contribute to an innovative environment that supports knowledge sharing based on high absorptive capacity and innovation capabilities, driving organizational growth and performance.*

**Keywords:** *Inter-Organizational Knowledge Sharing, Inter-Organizational Knowledge Transfer, Inter-Organizational Knowledge Exchange, Organizational Success, And Systematic Review.*

### Introduction

Knowledge management becomes an important strategy in an organization to maintain competitive advantage (Bakar et al., 2015); (Easterby-Smith et al., 2008) by doing knowledge sharing in the form of information from various sources around the organization and also leveraging the skills of other people so that it can influence on improving organizational performance, (Negassi et al., 2019); (Bakar et al., 2015); (Loebbecke, van Fenema, et al., 2016). The implementation of knowledge sharing can be seen at two levels, namely the intra-organizational and inter-organizational levels (Tesavrita et al., 2017). Inter-Organizational Knowledge sharing (IOKS) became an important part of the knowledge management process (Dongling et al., 2022) where organizations can gain knowledge from other organizations (Al-Jabri & Al-Busaidi, 2018); (Maj & Łodzińska, 2015) cooperatively in the form of an alliance (Buckley et al., 2009), joint ventures (Fang et al., 2013); (Buckley et al., 2009), and research and development (R&D) programs (Poorkavoos, 2013).

The IOKS process can involve passing on knowledge from one donor organization to another

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recipient organization. Donor organizations are “teachers” organizations that provide knowledge to recipient organizations “students” (Steensma et al., 2005). The process of knowledge transfer between organizations must be managed effectively in order to produce results intended to build good and mutually beneficial relationships (Fang et al., 2013). Therefore, knowledge sharing between different business organizations becomes more important than each business organization internally, in order to achieve sustainable growth that provides added value, (Kassaneh et al., 2021); (Agostini et al., 2020); (Tesavrita et al., 2017); (Van Wijk et al., 2008).

In recent years, there were a lot of literature discussing Inter-Organizational Knowledge sharing. According to our finding, there are only two researches that specifically examines Inter-organizational knowledge sharing in Scopus, namely research (Fang et al., 2013) focusing on inter-organizational knowledge governance, and research conducted by (Al-Jabri & Al-Busaidi, 2018) which only focus on organizational factors, knowledge factors, and inter-organizational factors on IOKS. Therefore, it is important to develop from synthesizing and organizing Inter-Organizational Knowledge sharing research so that it can become a source of information and decision making for various parties related to this industry, such as practitioners, researchers, students, policy makers and professionals, (Fang et al., 2013); (Easterby-Smith et al., 2008). This can also be used as material for evaluating trends in a field of research regarding IOKS using a Systematic Literature Review (SLR), (Johnson et al., 2022); (Hutton et al., 2016).

Systematic Literature Review (SLR) is a systematic process for literature search, abstraction and synthesis, so that can improving the quality of reporting and tracking. This approach includes qualitative and quantitative approaches, making it suitable for multidisciplinary research such as Inter-Organizational Knowledge sharing. SLR has been used in various knowledge management and knowledge sharing areas, but its implementation between organizations is still lacking, thus highlighting the importance of conducting SLR in this area, (Fang et al., 2013). Nevertheless, (Fang et al., 2013) and (Easterby-Smith et al., 2008) have provide a theoretical foundation for the development of empirical studies that address knowledge transfer between organizations. Although (Fang et al., 2013) and (Easterby-Smith et al., 2008) have cited several examples of Knowledge Management (KM) studies, but it can be argued that inter-organizational knowledge sharing mechanisms have still not received the research attention they deserve, considering their importance for current KM practices. Apart from that, to provide a constructive explanation in inter-organizational knowledge transfer research, further empirical research and literature reviews are needed.

This literature can also address the issue that inter organizational knowledge presents paradoxes for organizations or firms as they navigate conflicting requirements. Although collaboration can increase added value by leveraging partners' unique resources, it can also impact the company's unique knowledge, giving rise to competitive dilemmas. (Loebbecke, Fenema, et al., 2016). Additionally, sharing knowledge between organizations can also pose challenges for companies as they have to address conflicting demands. This makes the establishment of relationships for the transfer of knowledge between organizations considered important to study in more depth because many factors can contribute to its success. So the aim of this paper is to build the IOKS model and investigate how successful organizations can effectively manage knowledge exchange between organizations. Findings from this research may also contribute to a deeper understanding of the complexity of sharing knowledge across organizational boundaries, (Fang et al., 2013) and form a roadmap for future research on Inter-Organizational Knowledge sharing.

## **Material and Methods**

This study conducts a comprehensive analysis of Inter-Organizational Knowledge sharing research from the Scopus database, which is recognized as the best source for literature searches and citation analysis. This is done according to the method developed by (Liberati et al., 2009), where peer-reviewed papers in an academic field are searched for, filtered, categorized, and analyzed quantitatively to produce a “geographical, scalar, theoretical, and methodological map” of existing scholarship (Johnson et al., 2022); (Pickering & Byrne, 2014).

After completing the reference search process and obtaining 146 articles, with several criteria but after mapping according to the topic only 52 articles could be analyzed, the researcher applied SLR to offer a general and quantitative perspective from the Inter-Organizational Knowledge sharing research field. These techniques include performance analysis and systematic literature. Performance analysis involves determining the relevance and impact of various actors in Inter-Organizational Knowledge sharing research, such as authors, institutions, countries, journals and research findings, using indicators such as number of publications, and citations.

To search for studies that explore the issue of Inter-Organizational Knowledge sharing, this research developed a review protocol containing databases, search terms, and literature selection criteria. The following criteria or wording scheme is used to capture studies that explore homestays from a sustainability perspective:

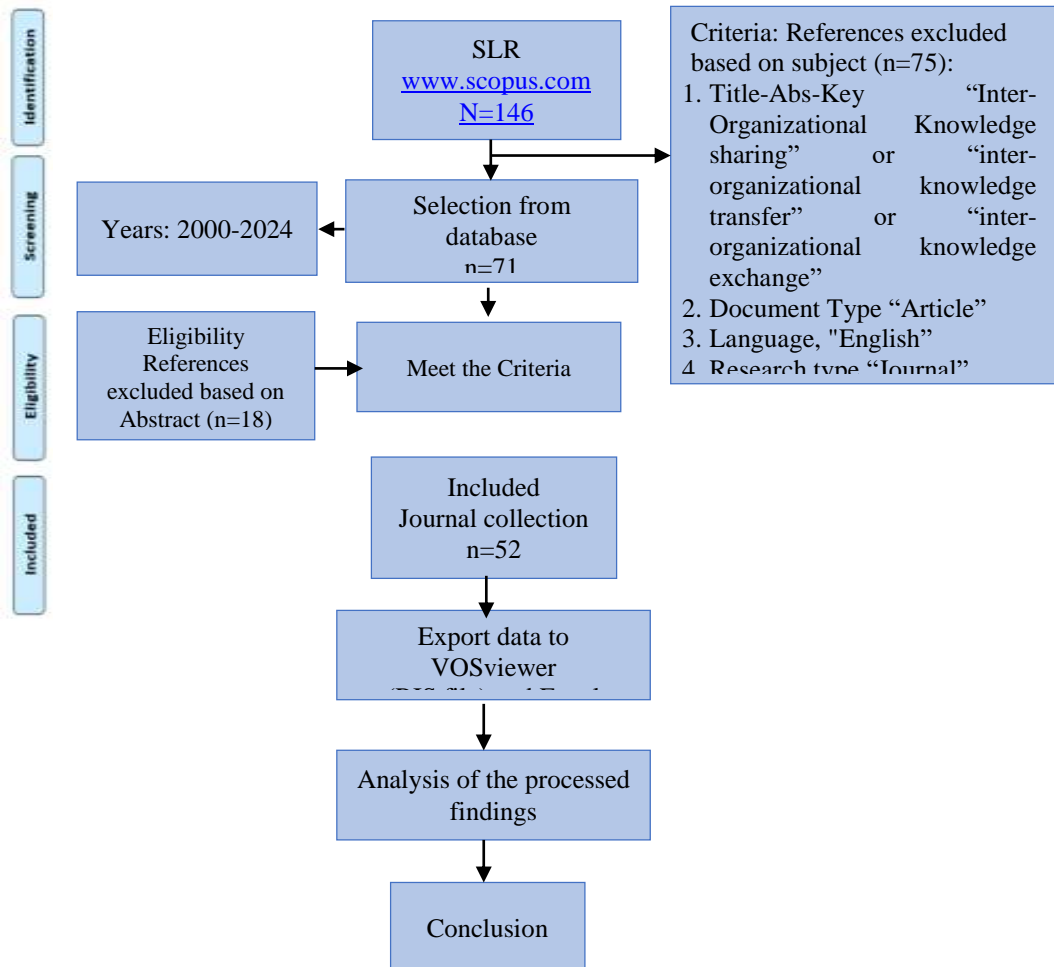


Figure 1. SLR Analysis Stages (Liberati et al., 2009)

## Discussion

### Publications Per Year

This study shows that the research landscape on Inter-Organizational Knowledge sharing experienced fluctuating development over the years analyzed. In particular, these findings show that the early years, especially from 2000 to 2007, had limited research results regarding Inter-Organizational Knowledge sharing. The scarcity of data during this period highlights the gap in the literature regarding the study of Inter-Organizational Knowledge sharing.

However, from 2008 to 2018, there was an increase although not consistently in discussions and publications related to Inter-Organizational Knowledge sharing. This period marked a growth in interest and attention to the concept, indicating an increasing trend in research activity and scientific output regarding Inter-Organizational Knowledge sharing. The peak number of publications on open innovation occurred between 2011-2012 and 2016-2017, indicating a significant surge in research output during these years. This period likely reflects an increased

focus on Inter-Organizational Knowledge sharing in academic and industrial communities, leading to a substantial increase in published works on the topic of collaboration with external partners that can drive innovation and the development of better solutions in organizations.

Although there was a significant decline in publications in 2018 (A3, A17, A18) then followed in 2019 (A16) due to the influence of Covid-19, but after that there has been an increase from 2020 (A12, A13, A14, A15) until 2021 (A8, A9, A10, A11) indicating fluctuations in research activity in the field. 2016 (A31, A27, A28, A29, A33, A55) and 2017 (A19, A21, A22, A23, A24, A25) stand out as the year with more publication compared to previous years, indicating continued interest and engagement in Inter-Organizational Knowledge sharing research. Overall, the findings of this study reflect an evolving Inter-Organizational knowledge-sharing research landscape, with varying levels of research output observed in different periods, ultimately culminating in a significant increase in publications in the most recent years analyzed.

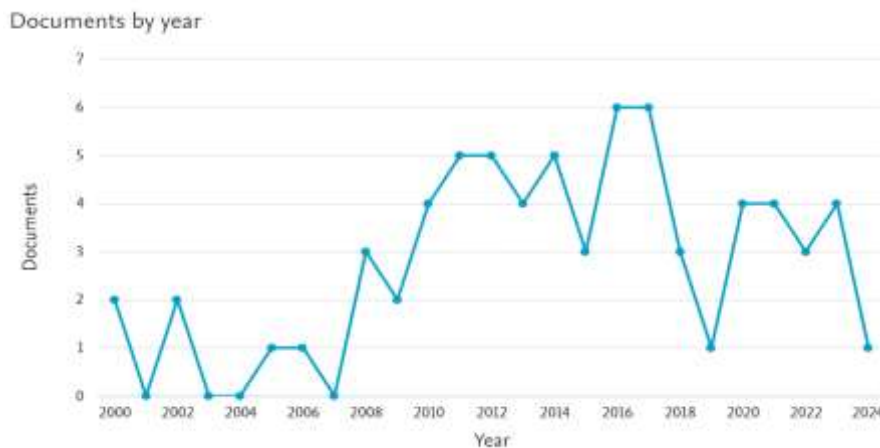


Figure 2 Publications Per Year

### Most Influential Authors and Journals

Citation analysis ensures an assessment of the quality of impact and frequency of publications, thereby providing an in-depth understanding of the topic. Citation analysis as part of bibliometric analysis is very important to capture a general picture of the latest developments on a topic. The information obtained from this study is very important for practitioners and policymakers who need collaboration to create innovation. This analysis includes an evaluation of general findings and statistics, the number of papers produced each year, the papers with the highest citations, the most influential authors, the leading journals, the leading institutions, and the most influential countries in the field of study.

This section provides information about the most influential journals in context of Inter-Organizational Knowledge sharing. Based on the analysis, Journal of Knowledge Management has the highest ranks by having four articles written by (Gertner et al., 2011) (A49); (Hutzschenreuter & Horstkotte, 2010) (A54); (Idrees et al., 2018) (A18) and (Sapuarachchi, 2021) (A9), then followed by International International Journal of Knowledge Management

**Journal of Posthumanism**

(Di Gangi et al., 2012) (A48); (Al-Jabri & Al-Busaidi, 2020) (A12); (K. Al-Busaidi, 2015) dan VINE Journal of Information and Knowledge Management Systems (K. A. Al-Busaidi & Olfman, 2017) (A25); (Al-Jabri & Al-Busaidi, 2018) (A17); (Sahami et al., 2023) (A3) respectively as many as (3) articles published. In terms of citations received, the most influential journal is Journal of Management Studies written by (Easterby-Smith et al., 2008) (A62), with 606 citations, followed by Information and Management with 243 citations (Y. H. Chen et al., 2014) (A38) and further Journal of Strategic Information Systems (Loebbecke, van Fenema, et al., 2016) (A31) with 128 citations. This shows that these journals have a significant impact on research and related publications Inter-Organizational Knowledge sharing.

Article Number	Authors	Source title	Cited by
62	(Easterby-Smith et al., 2008)	Journal of Management Studies	606
38	(Y. H. Chen et al., 2014)	Information and Management	160
31	(Loebbecke, van Fenema, et al., 2016)	Journal of Strategic Information Systems	128
49	(Gertner et al., 2011)	Journal of Knowledge Management	108
67	(Majchrzak et al., 2000)	Information Resources Management Journal (IRMJ)	103
25	(K. A. Al-Busaidi & Olfman, 2017)	VINE Journal of Information and Knowledge Management Systems	68
40	(Cheng & Fu, 2013)	International Journal of Information Management	54
44	(Kislov et al., 2012)	Implementation Science	50
57	(Ahmad & Daghfous, 2010)	European Business Review	50
54	(Hutzschenruter & Horstkotte, 2010)	Journal of Knowledge Management	48
15	(Raisi et al., 2020)	Annals of Tourism Research	46
39	(Nooshinfar d & Nemati-Anaraki, 2014)	Electronic Library	45

Article Number	Authors	Source title	Cited by
27	(Poorkavoos et al., 2016)	Journal of Business Research	42
51	(Chong et al., 2011)	Library Review	42
53	(Martinkenaite, 2011)	Baltic Journal of Management	42
22	(Li et al., 2017)	International Journal of Operations and Production Management	31
50	(Colombo et al., 2011)	International Journal of Innovation Management	29
66	(Abou-Zeid, 2002)	Journal of Global Information Technology Management	25
45	(Retzer et al., 2012)	Information Systems Frontiers	24
18	(Idrees et al., 2018)	Journal of Knowledge Management	19
19	(Tang et al., 2017)	Journal of Business Research	19
21	(Hermans & Castiaux, 2017)	Knowledge Management Research and Practice	19
35	(K. A. Al-Busaidi, 2014)	Knowledge Management Research and Practice	17
48	(Di Gangi et al., 2012)	International Journal of Knowledge Management	17
23	(Ishihara & Zolkiewski, 2017)	Journal of Business and Industrial Marketing	16
32	(Lee et al., 2015)	Management Decision	15
36	(Paulsen & Hjertø, 2014)	Learning Organization	14
13	(Cristofaro et al., 2020)	Tourism Planning and Development	11
17	(Al-Jabri & Al-Busaidi, 2018)	VINE Journal of Information and Knowledge Management Systems	11
24	(Kolloch & Reck, 2017)	International Journal of Energy Sector Management	11
14	(Toylan et al., 2020)	European Journal of Tourism Research	9

Article Number	Authors	Source title	Cited by
6	(Majuri, 2022)	Technovation	8
37	(Wang & Hsiao, 2014)	Decision Support Systems	8
41	(Pezzillo Iacono et al., 2013)	International Journal of Managing Projects in Business	8
9	(Sapuarachhi, 2021)	Journal of Knowledge Management	6
28	(Tsai, 2016)	Information Development	6
43	(Van Der Meer et al., 2013)	International Journal of Information Technology and Management	6
16	(Kim & Shim, 2019)	Tourism and Hospitality Research	5
42	(Carneiro-Da-Cunha et al., 2013)	International Journal of Networking and Virtual Organisations	5
47	(Worasincha i & Daneshgar, 2012)	International Journal of Innovation and Learning	5
10	(Hinder et al., 2021)	PLoS ONE	4
59	(Chan et al., 2009)	South African Journal of Industrial Engineering	4
7	(Dongling et al., 2022)	Frontiers in Communication	3
11	(Sang, 2021)	Neural Computing and Applications	3
12	(Al-Jabri & Al-Busaidi, 2020)	International Journal of Knowledge Management	3
33	(K. Al-Busaidi, 2015)	International Journal of Knowledge Management	3
8	(G. Chen & Li, 2021)	Expert Systems	2
55	(Hamid & Salim, 2016)	World Academy of Science, Engineering and Technology	2
46	(Nooshinfar d & Nemati-Anarak, 2012)	Library Philosophy and Practice	1



Article Number	Authors	Source title	Cited by
2	(Nthenya, 2023)	Journal of Evolutionary Studies in Business	0
3	(Sahami et al., 2023)	VINE Journal of Information and Knowledge Management Systems	0
4	(Azyabi, 2023)	Business Informatics	0

Table 1. Source title and Cited

### Author Keywords

Figure 3 displays a map of keywords selected by the author, showing that Inter-Organizational Knowledge sharing is a discussion that emerged from knowledge management within the challenges and demands of innovation, organizations so must have the ability to manage their knowledge by sharing knowledge both internally and externally. So the most popular keywords are knowledge management, knowledge sharing/transfer and innovation are the most popular in the literature that discusses Inter-Organizational Knowledge Sharing for the last 24 years. Additionally, there are many other keywords that have the potential to shape the future roadmap regarding Inter-Organizational Knowledge sharing, such as Absorptive capacity (A23), knowledge type (A48), capacity building (A8), cultural distance (A9), adaptation (A13), inter-firm collaboration (A6), social capital (A6), human capital (A3), open innovation (A3), innovation capability (A19) and SMEs (A17). This shows that these keywords develop important knowledge about how the literature is about Inter-Organizational Knowledge sharing relies heavily on concepts or keywords researched in recent years.

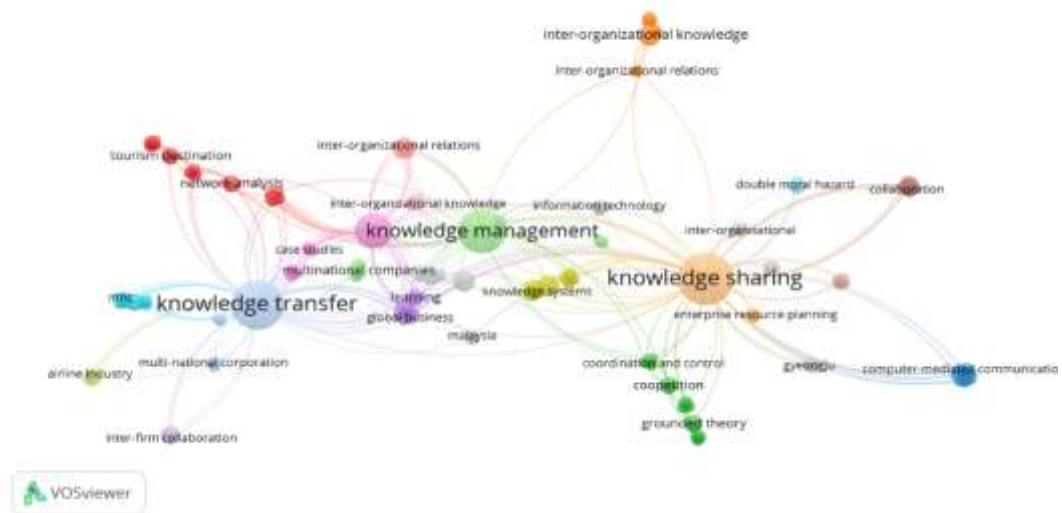


Figure 3. Author Keywords

### The Most Influential Countries

The analysis in this section identifies the three largest sequences of countries that have made significant contributions to research inter-organizational knowledge sharing (figure 4). The countries are linked to the authors who published the work and were cited during their association with that country. Oman is the country that occupies the top ranking in this contribution with 6 articles (A12, A17, A20, A25, A33, A35) Furthermore, China has 5 documents (A7, A8, A11, A19, A22) and third place is England (A10, A27, A44, A49) and Taiwan (A28, A37, A38, A40) by four documents respectively. However, based on the overall citations found in research penelitian (Easterby-Smith et al., 2008) with 606 citations due to the research being conducted globally, in this case, a literature review, the next country with the most citations is Taiwan with 160 citations. This analysis provides insight into the contribution of specific countries to the development of knowledge about open innovation.

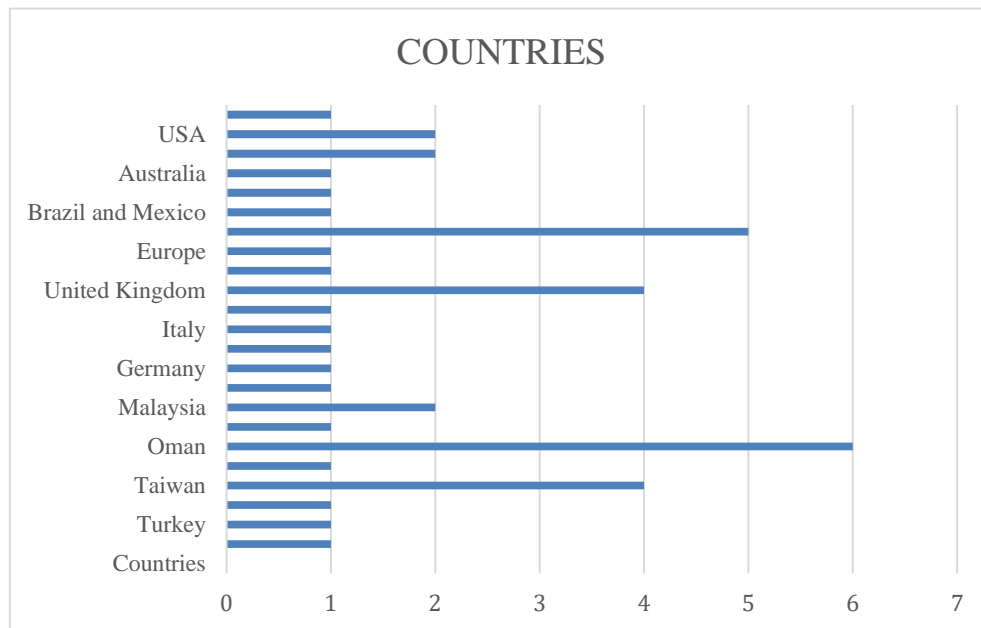


Figure 4. The Most Influential Countries

Oman is a relevant research location in inter-organizational knowledge sharing because the country of Oman has significant resources in the health, information technology, and energy sectors, so it really needs knowledge exchange to increase innovation, resource combination, service needs, infrastructure, and the high knowledge sector. China has also become a frequent location for research in the context of inter-organizational knowledge sharing because China really supports collaboration between organizations in the context of Rapid Economic Growth, International Business Partnerships, focus on Innovation and R&D and China is also a Center for Innovation and Technology Development. Another countries that focus in IOKS is the United Kingdom (UK), the UK is often the research location in the context of inter-organizational knowledge sharing because the UK has a dynamic and diverse business environment, with many companies and institutions active in various industrial sectors, creating opportunities for collaboration and knowledge exchange between organizations. The UK is also a country that has a number of leading educational and research institutions that can become partners in inter-organizational knowledge sharing research and the UK Government strongly encourages collaboration between organizations through initiatives and programs aimed at increasing innovation and industrial competitiveness, creating a conducive environment for inter-organizational knowledge sharing. Despite that, Taiwan is a significant center of business activity in Asia, with companies often engaging in strategic partnerships and inter-organizational alliances to achieve competitive advantage and innovation. Many companies in Taiwan have a high need for innovation in a competitive business environment, so understanding how inter-organizational knowledge sharing influences innovation is important for developing successful business strategies.

### **Success Inter-Organizational Knowledge Sharing**

Inter-organizational knowledge sharing can occur for several reasons, such as the need for

organizations to obtain knowledge and information that they do not possess themselves, the drive to improve organizational performance, mutual interests between organizations, mutual benefits, joint development, increased innovation, and increased quality. Apart from that, inter-organizational knowledge sharing can also occur because of the desire to expand networks and build better relationships with other companies. By sharing knowledge and resources, companies can strengthen their business relationships and expand market reach.

Achieving successful inter-organizational knowledge transfer depends not only on the absorption of external knowledge but also on the integration of external and internal knowledge (Wadhwa & Kotha, 2006). Thus, the IOKS mechanism plays an important role in the synthesis and implementation of knowledge transfer between organizations. Inter-organizational knowledge-sharing mechanisms can help organizations to build strong relationships with business partners and other organizations, and improve their ability to learn from each other and adapt in a dynamic business environment. Some forms of IOKS that are commonly used in inter-organizational knowledge-sharing include partnerships and alliances (A8, A9, A37, A48, A68), professional networks and communities (A37, A68), use of information technology (A8, A9, A14, A19, A25, A35, A37, A43, A45, A46, A51, A55, A57, A68), joint training and workshops (A47, A57, A68), and employee exchange (A3, A68). Despite of that, four additional knowledge mechanisms play an important role in the synthesis and implementation of inter-organizational knowledge transfer from IOKS, namely the Market-Based mechanism, Trust-Based, Reciprocity-Based, and Norm-Based (A69).

The success of these mechanisms depends on factors such as trust, an open culture, shared goals, and incentives for collaboration. Inter-organizational knowledge-sharing can occur because of the need to access additional knowledge, utilize existing knowledge, and fulfill the organization's strategic plans.

Reason	Requirement	Form/Mechanism
Organizational Collaboration	Trust	Partnerships and Alliances
Improving the ability	Good relationship	Network and Community
Environmental Adaptation	Open Organizational Culture	Use of IT
Organizational Needs	Incentives for Collaboration	Training and Workshops
Increasing Innovation Performance	Common goals	Employee Exchange
Quality Improvement		Market-Based
Expanding Market Network		Trust-Based
Knowledge Utilization		Reciprocity-Based
Fulfillment of the Organization's Strategic Plan		Norm-Based

Table 2. The Successful of Inter-Organizational Knowledge Sharing

### Model Inter-Organizational Knowledge Sharing

Research methods used in all articles, the majority use qualitative, while for quantitative only seven articles (A7, A4, A14, A13, A22, A25, A19) researched IOKS. Based on this, the review of the 7 articles based on the variables used can be divided into three categories, namely

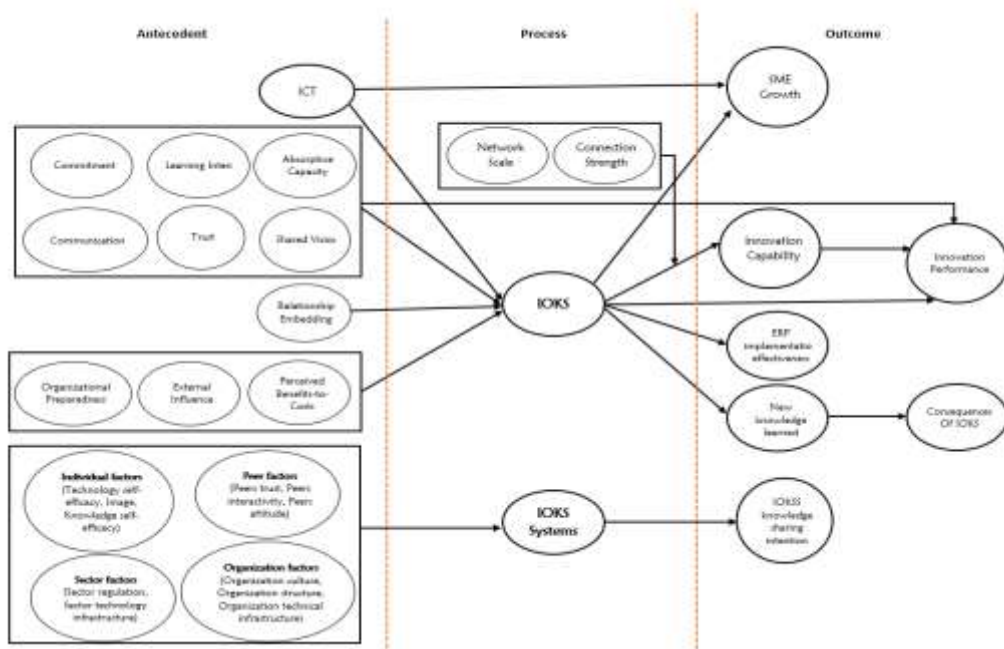


Figure 5. Model Inter-Organization Knowledge Sharing

## Antecedent

Based on the antecedent categories of IOKS, many factors can be used to facilitate knowledge exchange between organizations (Table 3). By focusing and managing these factors, organizations can improve their ability to share knowledge with other organizations which can encourage collaboration, innovation and effective information exchange.

Article Number	Variable
(A4).	Information and Communication Technology
(A14)	Communication, Trust, Shared Vision, Commitment, Learning intent and Absorptive capacity
(A11)	Relationship Embedding
(A22)	Organizational Preparedness, Perceived Benefits and Costs, External Influences,
(A25)	Individual Factors, Peer factors, System factors, and organizational factors

Table 3. Antecedent IOKS

## Process

The influence of inter-organizational knowledge-sharing on innovation capabilities can be strengthened through connection strength, which involves time, emotional involvement, level of closeness, and reciprocal service in the relationship. Connection strength influences the transfer

of information and technology between organizations. Strong connection strengths facilitate access to knowledge and resources from external partners, increase collaboration, engagement, and expand a company's network of relationships, all of which support the development of innovation capabilities, (A7). The influence of inter-organizational knowledge-sharing on innovation capabilities can be strengthened by network scale, which reflects the number of partners involved in a company's knowledge-sharing network. Large network scales enable access to a wider range of knowledge, increased availability of external resources, and diversification of knowledge sources, all of which support a company's innovation capabilities, (A7).

## Output

Based on the output category of IOKS, Inter-organizational knowledge sharing can influence each organization's success (Table 4). It is important to remember that the acquisition of new knowledge does not always produce immediate positive results. Organizations need to be able to manage new knowledge well and integrate it into their operations to achieve the desired results from inter-organizational knowledge sharing. Therefore, a well-thought-out strategy in inter-organizational knowledge sharing and new knowledge management is essential to achieve success in company growth, innovation, and performance. Thus, collaboration and knowledge exchange between organizations are key aspects that can strengthen a company's competitiveness, expand knowledge networks, and create an innovative environment that supports business growth.

Article Number	Variable
(A4)	Growth of SMEs
(A7)	Innovation Performance
(A14)	Organizational Innovation Behaviour
(A22)	ERP Implementation Effectiveness
(A53)	New knowledge learned and Consequences of inter-organizational knowledge transfer

Table 4. Output IOKS

## Future Research Directions

1. The importance of literature about Inter-Organizational Knowledge sharing relies heavily on the concepts or keywords researched in recent years, there are many other keywords that have the potential to shape the future roadmap regarding Inter-Organizational Knowledge sharing, i.e. Absorptive capacity, knowledge type, capacity building, Cultural distance, adaptation, inter-firm collaboration, social capital, human capital, open innovation, innovation capability and SMEs (Small Medium Enterprises).
2. There are a few studies of knowledge management within the scope of SMEs even though SMEs need IOKS to improve their performance, so there is a need for research on IOKS in the scope of SMEs.
3. The resource-based view of strategic management highlights the importance of internal resources and unique competencies for a company to achieve sustainable competitive advantage. Knowledge sharing plays an important role in this context, as even a little knowledge can

differentiate an organization from its competitors. Future research needs to expand on knowledge-sharing processes across organizational boundaries, emphasizing the importance of firms collaborating with partners and sharing resources to increase their competitive advantage.

4. From a search for articles based on Scopus data, 71 articles discussed inter-organizational knowledge sharing (IOKS), but only 52 articles focused on inter-organizational knowledge sharing (IOKS). Despite that, researchers did not find detailed discussions or explanations about the knowledge-sharing process between organizations, either from within the organization (internal) to outside other organizations or from outside other organizations (external) to within the organization, so there is a need for in-depth research on this matter.

## Conclusion

Inter-organizational knowledge sharing (IOKS) has an important role in improving organizational performance, facilitating innovation, and creating shared value between organizations. Organizational success can be realized by expanding networks and building good relationships with other companies through sharing knowledge and resources, organizations can strengthen their business relationships, expand market reach, and achieve competitive advantage. It is important to implement efficient coordination and control mechanisms in managing the knowledge transfer process between organizations, as well as to understand the complexity and dynamics involved in sharing knowledge across organizational boundaries. Thus, this article emphasizes the importance of collaboration and cooperation between organizations in creating added value and achieving common goals.

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## Conflict of interest

The authors declare no conflict of interest.

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