



# EXPLORING THE RELATIONSHIP BETWEEN TECHNOLOGY CAPITAL AND TACIT KNOWLEDGE SHARING FOR ENHANCED ORGANIZATIONAL PERFORMANCE

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## Abstract

The present research delves into the correlation between technology capital and tacit knowledge sharing, examining the ways in which these variables impact organizational performance in various industries. The goal of the study is to comprehend how technology capital improves the flow of tacit knowledge and how this influences important performance indicators such as creativity, productivity, and employee engagement. Both quantitative and qualitative data were collected from a representative sample of 300 professionals in the IT, finance, healthcare, and manufacturing sectors using a mixed-methods approach. The professionals ranged in experience from junior staff to top management. Strong positive correlations between technology capital, sharing of tacit knowledge, and organizational performance were found through correlation and regression analysis. Sharing of tacit information was found to have a higher effect on performance than capital pertaining to technology, indicating its vital role in promoting creativity and addressing issues head-on. According to the research, companies that prioritize investing in technology while also encouraging a culture of information sharing should expect improved overall performance.

**Keywords:** Technology Capital, Tacit Knowledge, Sharing, Organizational Performance, Healthcare.

## 1. INTRODUCTION

Knowledge is seen as a valuable resource and is crucial to a business in the ever-evolving world of today [1,2]. It is a crucial element that influences an organization's capacity to maintain its competitiveness in the marketplace. The growing importance and difficulties associated with knowledge and knowledge-sharing in Researchers and practitioners now support organizations. Consequently, businesses have begun to understand that since it's an essential strategic resource, having the capacity to acquire, cultivate, distribute, and utilize it can lead to long-term competitive advantage [3,4]. It is commonly acknowledged that a company's most important source of long-term growth is its people resources.

This is due to the fact that employee knowledge as a whole is what really influences the capacity of an organization to compete in the international market [5]. Since the environment at work is changing impact the workplace, enhancing workers' proficiency through implicit knowledge and organizational learning Sharing has become a critical issue in organizational development as a response to the quickly changing environment success and job performance [6,7]. Additionally, it is widely acknowledged that some organizational Problems resulting from ignorance and inadequate job performance are frequently caused by a lack of suitable understanding.

An organization needs knowledge that is exclusive to it in order to afford competitive benefit. Moreover, since knowledge is possessed by certain employees, its creative value is paramount. worth. Because of this, businesses are now setting up incentive schemes to encourage staff



members to impart information to one another [8]. Typically, management spends a large portion of their training budget on formal education that is regimented. Nonetheless, the majority of learning that people do is implicit or occurs informally. This information needs to be easily accessible in order to assess how it affects jobs. execution. Explicit and tacit knowledge are the two types. Explicit knowledge is immediately and plainly identifiable.

unambiguously stated, codified, and kept in a database. Knowing something implicitly is the unsaid knowledge that exists in a person's mind and is typically challenging to communicate or transfer also pointed out that the movement of information from implicit to explicit knowledge that moves from the individual to the group and, ultimately, the organization levels. The reason this study is so crucial is that organizations with more expertise can take advantage of and create resources more effectively than their rivals [9,10]. Additionally, the study addresses the demand for a more logical comprehension of the exchange of tacit information. The primary goal of the research is to comprehend how Organizations can more readily share information that can improve worker performance thanks to a grasp of how to use implicit knowledge.

### **1.1 Knowledge Management**

Knowledge management has emerged as one of the main strategic applications of information technology in recent years. Because an organization's ability to remain competitive depends on its ability to handle knowledge effectively, it has become a crucial issue. The method by which understanding and communication are achieved is called knowledge management. between people. Knowledge and information are created, shared, used, and managed during this process.

Essentially, knowledge management is centered around organizational goals like enhanced performance, edge over competitors, creativity, sharing of knowledge, integration, and ongoing enhancement of the company state that knowledge management (KM) is regarded as an important part of a business plan with the capacity to give an organization the chance to oversee new markets difficulties. The purported increase in the number of businesses using KM and the interest in Managing "knowledge is a result of multiple factors." In addition, the aim and purpose of using knowledge.

There are several managers. For instance, knowledge management may be seen as a means of enhancing employment performance, enhanced information exchange and utilization inside companies, and an all-around better approach to help businesses become more creative Essentially, it's a procedure by which a company produces, distributes, and owns knowledge for particular commercial benefits. Consequently, Businesses can assess and use crucial information more effectively if they have a clear understanding of its many forms. most successfully. Furthermore, it can offer a more accurate assessment of job performance. For a firm to succeed, data must be reliable and consistent. When data is handled well, it can be beneficial. Businesses enhance operations and consumer happiness.

### **1.2 Nature of tacit knowledge**

Human brains are the source of knowledge, and knowledge can only exist when a human mind is involved. Knowledge has three dimensions: tacitness, depth, and width Intentional and resource-intensive activities can result in the creation of knowledge. There is little question that the corporate market place's capacity for genuine innovation and long-term competitiveness has been diminished by the disregard of the tacit knowledge based on people and ideas knowledge is an asset or stock that is distributed throughout the company. Knowledge gives an organization a competitive edge since it is unique, valuable, hard to replicate, and tough to substitute. Because diverse firms have varied people and knowledge resources, no two firms



can have the same expertise. No group can possess all of the same information. One organizational strength that is more challenging to replicate or transfer is implicit knowledge. According to the resource-based theory, enterprises must utilize their own knowledge to generate rare, valuable, and non-immitigable resources

Polanyi divides knowledge into two categories: explicit and tacit Knowledge that is easily documented and shaped is known as explicit knowledge. It can be developed, documented, shared, and adhered to orally or through computer programs, patents, diagrams, and information technologies throughout the organizational units. Tacit knowledge is what is ingrained in the mind and is communicated through the processes of doing and observing. It can also be expressed through the application of abilities. proposed that all knowledge possesses implicit aspects.

### **1.3 Research Objectives**

- To investigate how technological capital may improve the exchange of tacit knowledge within businesses.
- To evaluate the connection between enhanced organizational performance and the sharing of tacit knowledge.
- To ascertain the mediating elements impacting knowledge-sharing procedures within the framework of technologically advanced workplaces

## **2. RESEARCH METHODOLOGY**

This study investigates the relationship between sharing tacit knowledge and technical capital as well as how it affects organizational performance. A mixed-methods strategy is used to study this, integrating quantitative and qualitative research methodologies. The approach is designed to gather a variety of information from workers in a range of industries about technology capital, tacit knowledge, and organizational performance.

### **2.1 Research Design**

In order to better understand the relationship between technology capital and tacit knowledge sharing within businesses and how it affects performance measures like productivity, innovation, and employee engagement, this study uses a descriptive and exploratory research approach. The findings are more thorough because both primary and secondary data sources were used.

### **2.2 Hypotheses**

H1: There is a significant positive relationship between technology capital and tacit knowledge sharing in organizations.

H2: Tacit knowledge sharing significantly improves organizational performance.

H3: Technology capital mediates the relationship between tacit knowledge sharing and organizational performance.

### **2.3 Sample Design and Size**

Professionals working in a variety of areas, including IT, finance, healthcare, and manufacturing, make up the target market. To guarantee diversified participation across various job functions, organizational sizes, and industries, a stratified random selection technique was employed.

The 300 employees in the sample represent three different organizational levels.



- upper management
- intermediate supervisory level
- junior employees

## **2.4 Data Collection Methods**

### **2.4.1 Primary Data**

A systematic questionnaire was used to gather primary data. The purpose of the questionnaire was to gather data on technology capital, sharing of tacit knowledge, and organizational effectiveness in both quantitative and qualitative domains.

**Quantitative Information:** Composed of closed-ended questions on a 5-point Likert scale (1 being strongly disagreed and 5 being strongly agreed).

**Qualitative Data:** Open-ended inquiries about the difficulties and methods of exchanging tacit knowledge.

### **2.4.2 Secondary Data**

Sources of secondary data included:

- Reports from organizations
- Case studies of knowledge management techniques and technologies
- published works on technological capital and knowledge sharing that can be found in journals and conference proceedings.

## **2.5 Instruments Used**

Three parts make up the questionnaire:

- **Technology Capital:** Concerns about the accessibility, application, and influence of technology within the company.
- **Tacit expertise Sharing:** Evaluates how often, how well, and with what methods employees share their expertise.
- **Key performance metrics** including productivity, creativity, and teamwork are the focus of organizational performance.
- **Interviews:** Held with twenty professionals in the field to gain a deeper understanding of the real-world obstacles associated with information exchange and the function of technology.

## **2.6 Validity and Reliability**

- **Pilot Testing:** To improve the questionnaire's reliability and clarity, a 30-person pilot research was carried out.
- **Cronbach's Alpha:** A measure of the questionnaire's reliability; an internal consistency level of 0.70 is deemed appropriate.

## **2.7 Data Analysis Techniques**

### **2.7.1 Quantitative Analysis**

- Means, standard deviations, and frequency distributions are included in descriptive statistics to provide an overview of the data.

- Analyzes correlations between variables (technology capital, tacit knowledge sharing, and organizational performance) to determine their strength and direction.
- Regression analysis is a tool used to evaluate the impact of independent variables (technology capital and tacit knowledge sharing) on organizational performance as well as test the provided hypotheses.

### 2.7.2 Qualitative Analysis

Thematic analysis is a technique used to examine data from open-ended questionnaires and interview responses in order to find recurrent themes about technology use and knowledge sharing activities.

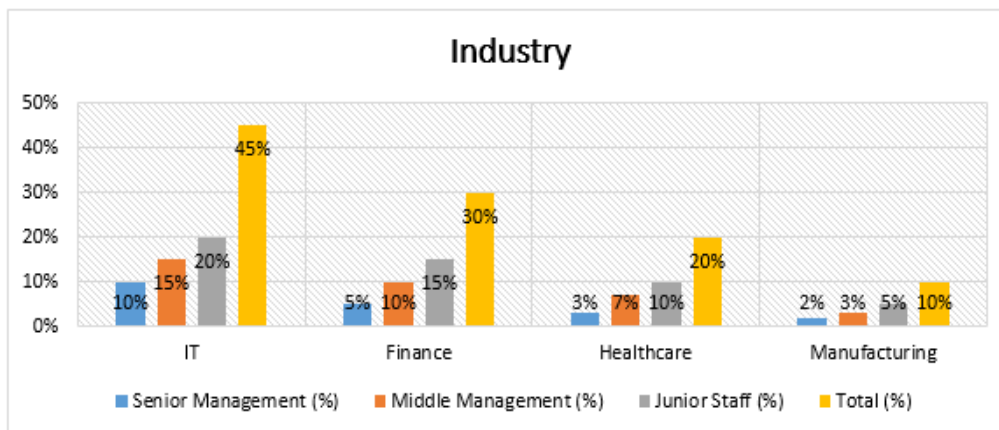
## 3. DATA ANALYSIS AND RESULTS

### 3.1 Descriptive Statistics

The primary features of the participants and their answers are outlined in the first section of the analysis. The distribution of responders by organizational role and industry is displayed in Table 1

**Table 1: Sample Distribution by Industry and Role**

Industry	Senior Management (%)	Middle Management (%)	Junior Staff (%)	Total (%)
IT	10%	15%	20%	45%
Finance	5%	10%	15%	30%
Healthcare	3%	7%	10%	20%
Manufacturing	2%	3%	5%	10%



**Figure 1: Graphical Representation on Sample Distribution by Industry and Role**

The distribution of participants by industry and by organizational role (Senior Management, Middle Management, Junior Staff) is shown in the table. According to the data, the IT sector makes up the greatest percentage of the sample (45%), with 10% of the sample consisting of senior management, 15% of middle management, and 20% of junior personnel. This dominance is a reflection of the expanding significance of technology-driven industries, where operations and innovation require a larger workforce and tiered management structures.

With a reduced but still significant representation at all management levels—5% in senior management, 10% in middle management, and 15% in junior staff—the finance sector accounts for 30% of the sample as a whole. This is indicative of the highly structured character of financial institutions, which depend on a robust middle and junior workforce to oversee

compliance and manage risk under senior-level strategic supervision.

20% of the workforce is represented in the healthcare industry, with 3% of senior management, 7% of middle management, and 10% of junior workers. With a comparatively smaller number of senior and middle management employees supervising operations and making decisions, the corresponding increase in junior staff highlights the significance of front-line workers in the healthcare industry.

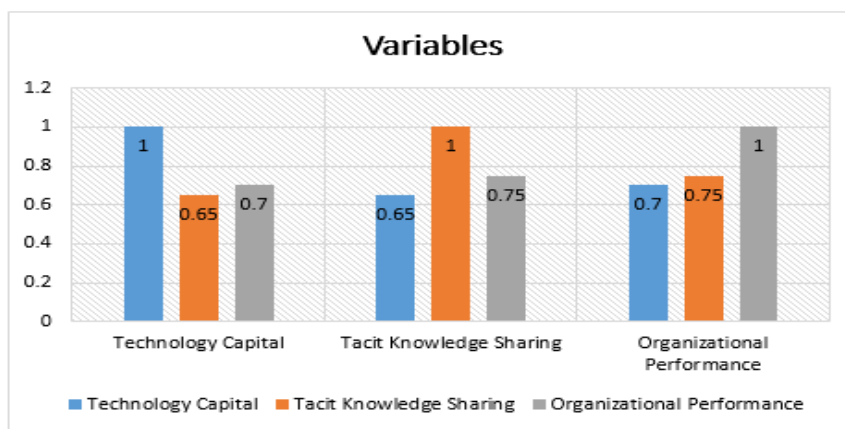
Lastly, with only 10% of the sample as a whole, the Manufacturing sector has the lowest representation. This is made up of 5% of junior employees, 3% of middle management, and 2% of senior management. The lower overall representation might be a reflection of manufacturing's more streamlined organizational structures, which have fewer managerial positions as a result of the sector's focus on automation and operational efficiency.

### 3.2 Correlation Analysis

The linkages between technology capital, sharing of tacit knowledge, and organizational performance were investigated by correlation analysis.

**Table 2: Correlation Coefficients**

Variables	Technology Capital	Tacit Knowledge Sharing	Organizational Performance
<b>Technology Capital</b>	1	0.65	0.70
<b>Tacit Knowledge Sharing</b>	0.65	1	0.75
<b>Organizational Performance</b>	0.70	0.75	1



**Figure 2: Graphical Representation on Correlation Coefficients**

The correlation matrix demonstrates that there is a positive association between organizational performance, tacit knowledge sharing, and technology capital. Organizational performance and tacit knowledge sharing have the strongest association ( $r = 0.75$ ), meaning that when tacit knowledge sharing rises, organizational performance dramatically improves. This shows that since informal knowledge transfer fosters creativity, problem-solving, and decision-making, it is essential for improving performance. Technology capital and organizational performance also have a substantial positive association ( $r = 0.70$ ), demonstrating how investing in technology can improve productivity and communication and produce better results. Furthermore, technology improves the atmosphere for knowledge exchange, according to the somewhat favorable association ( $r = 0.65$ ) between technological capital and tacit knowledge sharing. Organizations that invest in technology and cultivate a culture of implicit knowledge sharing are likely to see the biggest gains in productivity overall.

### 3.3 Regression Analysis

The effects of tacit knowledge sharing and technology capital on organizational performance were examined using a multiple regression model.

**Table 3: Regression Results**

Variables	Beta Coefficient	Std. Error	t-value	p-value
Technology Capital	0.45	0.08	5.60	< 0.01
Tacit Knowledge Sharing	0.60	0.06	10.00	< 0.01

The table shows the relationship between two important predictors, Technology Capital and Tacit Knowledge Sharing, and Organizational Performance. It includes the beta coefficients, standard errors, t-values, and p-values. The relationship between these independent variables—Technology Capital and Tacit Knowledge Sharing—and the dependent variable—Organizational Performance—as well as its direction and statistical significance, are revealed by these data.

**Technology Capital: Beta Coefficient (0.45):** Technology Capital has a beta coefficient of 0.45, which suggests that organizational performance and technology capital are positively correlated. This means that, assuming all other factors stay the same, there should be an expected gain in organizational performance of 0.45 units for every unit increase in technology capital. The coefficient's value indicates that Technology Capital has a moderate effect on the performance of organizations.

**Error standard (0.08):** With a standard error of 0.08, the beta coefficient estimate is seen to be accurate and dependable due to its minimal degree of variability.

**t-value (5.60):** The statistical significance of the association between Technology Capital and organizational performance is indicated by the t-value of 5.60, which is much higher than the customary threshold of 2. Technology Capital is a significant predictor of success when the beta coefficient is significantly different from zero, as indicated by a high t-value.

**p-value (<0.01):** At the 99% confidence level, a p-value of less than 0.01 indicates that there is a statistically significant correlation between organizational performance and technology capital. As a result, the null hypothesis is strongly refuted, demonstrating the beneficial impact of technology capital on organizational performance.

The correlation between tacit knowledge sharing and organizational performance is strongly favorable, as indicated by the beta value of 0.60 for tacit knowledge sharing. This suggests that, when all other variables are held constant, organizational performance rises by 0.60 units for every unit increase in tacit knowledge sharing. When compared to technological capital, the amount of this coefficient indicates that the exchange of tacit knowledge has a greater influence on organizational performance.

**Error standard (0.06):** Even less than Technology Capital's standard error, 0.06, indicates a highly accurate and consistent evaluation of the impact of tacit knowledge exchange on performance.

**t-value (10.00):** Given the high t-value of 10.00, it is even more evident how important tacit knowledge sharing is for influencing organizational performance. The fact that this number significantly exceeds the key t-value barrier indicates how important tacit knowledge exchange is for enhancing organizational outcomes.

**P-value (< 0.01):** Tacit Knowledge Sharing, like Technology Capital, has a statistically significant association at the 99% confidence level when its p-value is less than 0.01. This indicates that there is substantial evidence supporting the claim that sharing of tacit knowledge

improves organizational performance and that there is little probability that this outcome happened by accident.

Comparative Insights: The larger beta coefficient indicates that Tacit Knowledge Sharing ( $\beta = 0.60$ ) has a greater impact on Organizational Performance than Technology Capital ( $\beta = 0.45$ ) when comparing the two variables. Both factors have statistical significance; however, the greater coefficient associated with tacit knowledge sharing implies that fostering an atmosphere in which informal, experience-based knowledge is openly exchanged could result in greater performance gains than merely augmenting technological resources.

Furthermore, the estimate's increased strength and certainty are indicated by the reduced standard errors and higher t-values for tacit knowledge sharing, highlighting its critical role in improving performance. While technical capital is important, companies striving for peak performance would be better served by concentrating more on cultivating a culture of information exchange in order to achieve better results.

**Table 4: Mean and Standard Deviation of Key Variables Across Organizational Levels**

Organizational Level	Technology Capital (Mean $\pm$ SD)	Tacit Knowledge Sharing (Mean $\pm$ SD)	Organizational Performance (Mean $\pm$ SD)
Senior Management	4.2 $\pm$ 0.5	4.5 $\pm$ 0.4	4.7 $\pm$ 0.3
Middle Management	3.8 $\pm$ 0.6	4.0 $\pm$ 0.5	4.3 $\pm$ 0.4
Junior Staff	3.5 $\pm$ 0.7	3.7 $\pm$ 0.6	3.9 $\pm$ 0.5

Table 4 displays the average values and standard deviations of three crucial factors: Organizational Performance, Tacit Knowledge Sharing, and Technology Capital. These variables are broken down into three organizational levels: Junior Staff, Middle Management, and Senior Management. The results provide important new information about how these factors appear in an organization at different levels of hierarchy.

Technology Capital: The group with the highest mean value ( $4.2 \pm 0.5$ ) for technology capital is senior management, suggesting that they have the greatest access to and use of technological resources inside the company. Given that leaders frequently have privileged access to cutting-edge technologies that facilitate decision-making and organizational supervision, this is consistent with their strategic position. Junior staff rated the lowest ( $3.5 \pm 0.7$ ), indicating that the availability and integration of technology are less prominent at the lower levels. Middle management reported a slightly lower mean ( $3.8 \pm 0.6$ ), revealing modest access to technology. The standard deviations show some variation within each group, especially for the junior employees, suggesting that there may be discrepancies in how different departments or functions at this level access technology.

Senior management is expected to play a crucial role in organizational leadership and strategy formulation, since they also lead in tacit knowledge exchange ( $4.5 \pm 0.4$ ). Higher levels of management are more likely to use informal, undocumented techniques like face-to-face conversations and mentoring to share tacit knowledge. With a mean score of  $4.0 \pm 0.5$ , middle management exhibits active knowledge-sharing practices, but at a slightly lower level than senior management. Junior staff members, who had the lowest mean ( $3.7 \pm 0.6$ ), might not have as many opportunities to share tacit knowledge since they have less authority to make decisions and meet with senior leaders less frequently. The disparities in tacit knowledge sharing scores, especially among junior employees, may be due to a lack of formalized channels or a culture that discourages candid communication at lower organizational echelons.





**Organizational Performance:** There is a substantial correlation between the degrees of technological capital and tacit knowledge sharing and performance outcomes as reported by employees. Once again, senior management reported the highest mean value ( $4.7 \pm 0.3$ ), which is indicative of their direct accountability for and impact on organizational success. Junior employees ( $3.9 \pm 0.5$ ) and middle management ( $4.3 \pm 0.4$ ) show a similar trend of deteriorating performance perceptions as one descends the hierarchy. This implies that individuals in higher organizational roles perceive themselves as important contributors to performance outcomes and have more access to resources. Their perception is probably impacted by their closer involvement in strategy and decision-making processes.

#### **4. DISCUSSION**

This research offers a thorough investigation of the connection between organizational success, sharing of tacit knowledge, and technology capital. Utilizing both qualitative and quantitative research methodologies, it provides important insights into the ways in which these components interact to promote performance enhancements at different organizational levels. The findings, which come from a variety of sectors including manufacturing, IT, finance, and healthcare, provide a solid grasp of how technology and knowledge sharing may be used to improve organizational outcomes.

##### **4.1 Technology Investment and Implicit Knowledge Transfer**

The study's results highlight the strong positive relationship ( $r = 0.65$ ) between technology capital and tacit knowledge sharing. This suggests that businesses that make investments in technological infrastructure, tools, and systems foster the kind of situations where the sharing of tacit knowledge occurs. Through the provision of venues for employee collaboration, communication, and the sharing of insights—many of which are informal or unstructured—technology facilitates knowledge sharing.

The IT industry, which accounted for the biggest percentage of the sample (45%), is one where this connection is most pertinent. IT companies, being a technology-driven sector, have a tendency to place a high value on the utilization of cutting-edge digital technologies, which in turn encourages knowledge sharing via cooperative platforms and systems. Sectors like manufacturing, on the other hand, may not experience the same degree of technological integration due to their more streamlined processes and smaller sample representation. This could account for their lower technology capital and knowledge sharing ratings.

The premise that technological capital has a considerable impact on organizational performance is also supported by the regression analysis, which has a beta coefficient of 0.45 and a statistically significant p-value of less than 0.01. This implies that technology actively affects communication, productivity, and operational results rather than being a passive resource. But as the comparative analysis shows, a higher beta coefficient (0.60) indicates that the influence of sharing tacit knowledge on organizational performance is even bigger. This research shows that although technology is important, encouraging a culture of information sharing may have a more significant and immediate impact on performance results.

##### **4.2 Sharing Tacit Knowledge as a Performance Enhancer**

The study found the greatest link ( $r = 0.75$ ) between tacit knowledge sharing and organizational performance, highlighting the crucial role that informal, experience-based information plays in promoting performance increases. Although implicit knowledge is difficult to define and quantify, it frequently includes the profound understandings, proficiencies, and abilities that are essential for creativity, problem-solving, and organizational decision-making.



Organizations where employees actively share their knowledge and expertise are likely to see more significant improvements in performance, including enhanced productivity, creativity, and teamwork. This is indicated by the high beta coefficient for tacit knowledge sharing (0.60) in the regression analysis. This effect is especially noticeable in sectors such as healthcare, where the exchange of tacit knowledge is essential due to the complexity of tasks and the necessity for quick, well-informed decisions. However, as indicated by their lower research participation rates, businesses like manufacturing that rely less on human expertise would not benefit as much from knowledge sharing alone in terms of performance increases.

### **4.3 Levels of Organization and Knowledge Sharing**

Further insights into how technological capital and knowledge exchange emerge at distinct hierarchical stages are provided by the analysis conducted across several organizational levels, including junior staff, middle management, and senior management. Senior management demonstrated the highest mean scores for both tacit knowledge sharing ( $4.5 \pm 0.4$ ) and technological capital ( $4.2 \pm 0.5$ ), indicating their strategic role in leveraging technology and promoting knowledge exchange. Leaders are frequently at the vanguard of corporate transformation, fostering informal knowledge exchanges through direct employee communication and mentoring, and using technology to spur innovation.

On the other hand, junior employees reported lower levels of tacit knowledge exchange ( $3.7 \pm 0.6$ ) and technology capital ( $3.5 \pm 0.7$ ). This discrepancy raises the possibility that lower-level workers have less access to technology resources and fewer chances for unofficial knowledge sharing. The disparity in standard deviations across junior employees, especially with regard to technological capital, suggests that there are discrepancies in the distribution or application of technology among various departments or roles. Middle management reported moderate ratings in both areas, frequently acting as a link between operational performance and strategic decision-making. They are essential in putting senior management's strategies into practice and making sure junior employees have the tools they need to do their jobs well.

### **4.4 Ramifications for corporate strategy**

The study's conclusions have a number of real-world ramifications for businesses looking to improve productivity through information sharing and technology. First off, even while capital expenditures in technology are crucial, businesses must understand that technology by itself cannot ensure better performance. Given the increased influence of sharing tacit information, encouraging a collaborative and informal learning culture is just as important, if not more so. Employers should concentrate on developing settings where staff members are at ease disclosing their knowledge, perspectives, and experiences. Initiatives that promote informal interactions, like as knowledge-sharing platforms, cross-functional teams, and mentorship programs, can help achieve this.

The report also emphasizes the necessity of making deliberate technological investments that foster knowledge sharing as opposed to merely automating procedures. Collaboration software, knowledge management systems, and communication platforms are examples of tools that can improve the accessibility and distribution of implicit knowledge throughout a company. These technologies can greatly enhance performance outcomes in sectors like healthcare and finance, where knowledge transmission is essential for daily operations.

## **5. CONCLUSION**

The study emphasizes the stronger influence of tacit knowledge sharing on performance outcomes and shows a strong positive association between technological capital, organizational



performance, and tacit knowledge sharing. The study revealed that tacit knowledge sharing, with a beta coefficient of 0.60, has a greater impact on productivity, innovation, and employee engagement than technical capital, which has a beta coefficient of 0.45. While younger employees' lower levels of access and sharing point to the need for more extensive organizational integration, senior management had the highest levels of access to technology and knowledge-sharing practices, highlighting the role of leadership in driving these aspects. In summary, the results indicate that informal knowledge exchange is critical for optimizing organizational success, even though technology and information sharing are also significant. This is especially true when participation is widespread throughout the workforce.

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