

Original Article

Examining the Role of Knowledge Sharing and Organisational Culture on Employee Performance in the Nallur DS Division

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Abstract

This study examines how the culture of a public sector organization in the Nallur Division affects knowledge sharing. It studies how traditions and beliefs within a culture influence both workers' sharing of knowledge and their ability to remember key information, both of which are fundamental to effective knowledge management. To gather data from 20-30 employees from different levels in the organization, semi-structured interviews and focus groups were used to learn about trust, communication, and leadership. The findings reveal that factors such as trust, good leadership, cooperation, teamwork, and shared values significantly improve both sharing and maintaining knowledge within organizations. With good leadership and reliable documentation, companies can keep their institutional knowledge safe, even as staff members change. If organizations lack trust, have strict management levels, and lack proper documentation, it is difficult for them to preserve their workers' knowledge. Breaking down divisions within the company and supporting work across different teams are crucial for better information sharing. More investigations are needed to understand how digital tools and leadership styles impact knowledge sharing in companies and organizations worldwide. Based on this study, company leaders should get help, focus on building trust among workers, and clearly store information to maintain the organization's performance. Suppose that culture is prioritized in planning. In this case, members of the public sector in the Nallur Division are more likely to remember, share, and utilize information for a long time.

Keywords: Organizational culture, Effectiveness, knowledge sharing, Cultural factors, documentation, public sector organization

Introduction

Knowledge sharing and retention are vital for organizational success, ensuring that valuable insights and expertise are effectively shared and preserved. In developed economies, such as the United States, organizations increasingly recognize the importance of robust knowledge management practices, with 65% of Fortune 500 companies adopting knowledge management systems to facilitate employee collaboration (Alavi & Leidner, 2001). Similarly, in the United Kingdom, the aging workforce has made knowledge retention a pressing issue, with 74% of UK employers facing challenges in retaining critical knowledge as older employees retire (CIPD). In the public sector, knowledge sharing, organizational culture, and organizational learning are essential for improving employee performance, decision making, and overall efficiency. Knowledge sharing, which involves the transfer of expertise, significantly impacts organizational performance, particularly in the public sector, where knowledge is a key asset.

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Organizational culture, which encompasses shared values and norms, shapes behaviors toward knowledge sharing, whereas organizational learning—the process of acquiring, creating, and utilizing knowledge—serves as a catalyst for innovation and improved performance. This study investigates how these factors influence employee performance in the public sector, aiming to provide insights into enhancing organizational effectiveness, service delivery, and employee satisfaction. The findings contribute to both theory and practice in public sector management, guiding leaders and policymakers to optimize performance and effectiveness.

It investigated the effects of knowledge sharing, organizational culture, and organizational learning on employee performance by examining cases in the Nallur DS division. This study examines whether learning within the organization handles the impact that knowledge sharing and culture have on performance. The hypothesis states that if there is a good culture for sharing knowledge, learning improves, and students perform well. This study examines how a culture of openness, teamwork, and readiness to change supports both knowledge sharing and good employee results. The findings aim to influence public sector decisions and actions, promoting the sharing of knowledge and education. There are particular difficulties and opportunities for Nallur Division public-sector organizations in Jaffna, Sri Lanka, to create effective knowledge-sharing systems. How knowledge is developed, spread, and put into practice in these organizations is strongly influenced by their culture, the organization's framework, and types of leadership. Studies emphasize that employees' shared values and ways of working make a big difference to how knowledge is managed in organizations. Studies indicate that factors affecting how well knowledge is shared within an organization are receptiveness to new ideas, the level of trust among people, guidance from upper management, and the link between organizational priorities and employees' personal goals. Even so, the particular patterns inside organizations in the Nallur Division are still not well explored.

As shown by Aquilani et al. (2017), a positive organizational culture helps people share knowledge, but knowledge is less likely to be

exchanged in competitive environments. Having a clan culture, teams enjoy a wide knowledge-sharing and trusting environment with strong bonds among employees, which inspires them to share both experiences and information (Asurakkody & Hee, 2020). Mokoma and Tengeh (2016) found that organizations with trusting and teamwork-focused cultures perform better and find it easier to save and access knowledge. Leadership assistance and acknowledgment of workers' efforts are the main cultural factors that help maintain knowledge in the public sector, according to Maphosa and Nkosi (2017). According to Ndlela and Adebayo (2018), a culture of trust, collaboration, and innovation in municipalities encourages successful knowledge-sharing. According to Gumbi and Mzileni (2021), success in retaining student knowledge in South African higher education depends on the support provided by leaders and institutional values. Studies indicate that organizational culture plays a crucial role in establishing knowledge management practices.

Improving organizational performance through knowledge sharing has been demonstrated in public and private sector organizations (Argote & Ingram, 2000; Connelly & Kelloway, 2003). The culture within an organization, built from shared values, norms, and beliefs, affects the way employees feel about sharing what they know (Schein, 2010). Kuo and Young (2008) and Al-Hawamdeh (2009) believe that a good organizational culture helps people share their knowledge. Learning in organizations is important for boosting employee performance and the effectiveness of the organization, which helps employees accept and use feedback for change and improvement (Argyris & Schön, 1978; Senge, 1990). There is ample evidence in the literature on the importance of organizational learning linking knowledge sharing, organizational culture, and employee results (Hsu & Fang, 2009; Li & Zhang, 2016). Better results from employees in the public sector are achieved when they share their knowledge and culture is supportive, as explained by Choi and Lee (2010) and Schein (2010). Sithole and Mubaya found in their study that good leadership and respected company values encourage knowledge to remain within South African government institutions. Likewise, according to Hlongwane and Rensleigh (2020),

having a learning culture in which all staff share greatly promotes the exchange of knowledge; therefore, it is important to develop such a culture. Studies have pointed out that culture within an organization plays a major role in sharing knowledge (Bendak et al., 2020; Abbasi & Dastgeer, 2018). However, it is not yet clear how these factors affect and influence each other in public organizations, where bureaucracy and policy tasks dominate.

Many people agree on the value of sharing and retaining knowledge in the public sector, but little is known about how culture within an organization influences these activities among people working in the Nallur Division, Sri Lanka. Although organizational culture strongly affects how well knowledge sharing and retention are carried out, there is a scarcity of recent research on this topic in Sri Lanka's public sector organizations. Moreover, how organizational culture affects the sharing and storage of knowledge in fast-changing digital settings has not been well explored. The rapid growth of new technologies and more online services for businesses affect knowledge management, but the way organizational culture influences their use for these activities has not been properly explored. For this reason, there is a lack of understanding of how organizational culture shapes employees' attitudes and actions toward knowledge sharing and retention, given today's changing technology in public sector companies around the world.

Research Objectives

- To examine the impact of organizational culture on employees' knowledge-sharing behavior
- To identify key cultural factors that influence the effectiveness of knowledge-sharing initiatives.
- To analyze the relationship between organizational culture and the retention of critical knowledge in the public sector.

Methodology

This study uses a qualitative approach to investigate how organizational culture affects employees' knowledge-sharing behaviors in public sector organizations in the Nallur Division, Sri Lanka. To explore employees' views, a case study method is used to study the role of organizational

culture in the sharing of knowledge. The qualitative approach helps researchers learn how social factors affect staff and their work environments. Participants for this study will be employees from a mix of public sector organizations in the Nallur Division, chosen using a purposive sampling technique so that participants differ in many ways, including hierarchy, department, and culture. About 20-30 people from all levels will be chosen to bring a wide range of ideas about the effects of organizational culture on knowledge sharing. The main data collection method relied on semi-structured, in-depth interviews to allow participants to talk about trust, communication, leadership, and collaboration. Furthermore, to 2-3 focus groups will take place to support the discussion and discover the ways in which group members influence each other's knowledge sharing.

Interviews and focus group data were analyzed using thematic analysis. The main tasks in the analysis were to look through the data, label significant segments, and identify the main patterns, such as the importance of trust, leadership, and communication for sharing knowledge. Triangulation, member checking, and reflexivity were used to ensure accuracy and reliability of the results. The main themes highlight the impact of organizational culture on workers' skills and readiness to exchange knowledge with their peers, adding to our knowledge of knowledge-sharing behaviors in public-sector organizations.

Results and Discussions

Trust was found to play a significant role in successful knowledge-sharing in a business setting. They noted that if colleagues have trust, employees are more willing to discuss valuable information without worrying that it could be abused. By comparison, a lack of trust resulted in employees being unwilling to share their skills and experience. This demonstrates that having a trusting company culture encourages open team-based communication. How did someone lead play a significant role in knowledge sharing? Experts stressed that leaders who help teams work together, appreciate what everyone does, and make knowledge sharing easier create an open environment. However, without focusing on the management of knowledge, leadership fails to encourage workers to share their knowledge, which

highlights the need for leadership to establish these behaviors within the organization's culture.

Many workers said that they hesitated to share knowledge with senior staff out of respect for the power hierarchy. Removing these barriers and motivating different members to talk can lead to better knowledge-sharing. The way people in a culture view teamwork versus solo work also has a significant impact on knowledge sharing. An environment that promotes teamwork makes it easy for people to share information, which helps improve knowledge management in the public sector divisions in the Nallur Division. Trust was an important element in how knowledge-sharing programs were run in the case study. Trust among colleagues is necessary, according to the participants, as staff members see trust as a reason to share their knowledge without fear of misuse. It was shown that a shortage of trust, commonly caused by earlier negative events or hierarchical differences, made it challenging for the staff to exchange knowledge. According to one participant, if people do not trust it, they usually keep their information to themselves for fear it will be misused.

Strong leadership makes a significant difference. When leaders value and endorse knowledge sharing, they help to form a learning-friendly workplace. Others stated that if leaders promote knowledge management and recognize those who take part, employees become more active. However, employees were more likely to hesitate to participate in knowledge-sharing activities when they felt that their leaders did not appreciate their efforts. Effective knowledge sharing has also been achieved in places where everyone is connected and encouraged to work together. People who participated observed that linking teamwork and collective efforts to problem-solving increased the knowledge shared. Alternatively, cultures in which employees work in isolation have problems in sharing knowledge. Still, free information exchange between groups and higher and lower ranks was found to be key for proper knowledge sharing, with tight communication blocks interrupting this process.

This understanding shows that trust, leadership, collaboration, and communication in an organization are key to successful knowledge-sharing. A recurring theme across interviews was

the influence of leadership on knowledge retention. Participants highlighted that leaders who prioritize knowledge retention—through mentoring, succession planning, and process documentation—help organizations retain critical knowledge. Employees are more likely to share and document their expertise in environments in which leadership emphasizes the value of institutional knowledge. In contrast, organizations in which leadership neglects these practices often face knowledge loss when employees leave or retire.

Collaboration was found to play an important role in helping people maintain their information. Respondents whose organizations value collaboration say that the way teams share knowledge makes knowledge retention simple for individuals when they leave a position. In contrast, if people operate in isolation or compete, it becomes difficult to share knowledge, causing gaps when they leave the company. When employees trusted their organizations, they were more willing to pass on and save details about their work. If trust was lacking, people preferred to keep what they knew for themselves to feel secure in their jobs. A culture focused on record-keeping and new learning is essential for maintaining information. If a company has reliable systems for organizing knowledge—like databases, guides, and manuals, it is more likely to retain its institutional knowledge even in times of high staff change. Organizations that spend time training staff manage to retain knowledge by avoiding staff turnover. These results reveal that when an organization has a positive culture, it supports leadership, sharing information, trust, creating records, and ongoing learning to help people maintain what they learn.

Conclusion

This research reveals that organizational culture plays a crucial role in helping knowledge move within public sector organizations in the Nallur Division of Sri Lanka. Good knowledge management results depend greatly on trust, effective leadership, and teamwork. It is better to ensure that leaders create a culture where people trust each other by communicating, leveling out the differences in the hierarchy, and encouraging the team to cooperate. Leader engagement is vital to ensure employees are confident enough to freely share what they know. Improving interactions and

collaborations among teams encourages companies to learn new things and develop innovative ideas. According to research, it is vital to assist company leaders, develop trust among employees, and clearly document information to maintain corporate performance. It is important for public organizations in the Nallur Division to prioritize culture when planning, as this will help them remember, share, and use information for a long time.

Ethics Statement- This study was conducted in accordance with ethical standards and approved by the relevant institutional ethics review board. Informed consent was obtained from all participants prior to data collection and confidentiality and anonymity were maintained throughout the research process. The participants were informed of their right to withdraw at any time without penalties.

Data Access Statement- The data supporting the findings of this study are available from the corresponding author upon reasonable request. Due to confidentiality agreements and privacy concerns involving public-sector employees, the data are not publicly accessible. However, anonymized data can be provided to qualified researchers under the appropriate conditions to ensure ethical compliance.

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I hereby acknowledge that this research is my own original work and has not been submitted previously for any degree or qualification. All the sources used have been appropriately cited, and I take full responsibility for the content presented.

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Conflict of Interest Statement

The authors affiliated with the Senior Assistant Registrar declare no conflicts of interest or financial relationships that could have influenced the work reported in this manuscript. There is no involvement with any organization or entity with financial interest in the subject matter or materials discussed.

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