

## A Summary of Research on Tacit Knowledge Sharing at Home and Abroad

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**Abstract:** Through the analysis of the tacit knowledge sharing literature at home and abroad, the definition and influencing factors of tacit knowledge sharing are explored, which can make enterprises have a clear understanding in tacit knowledge sharing activities.

### 1. Research Background and Significance

With the rapid development of the economy, enterprises are facing severe competitive pressures. To maintain a lasting competitive advantage, enterprises must improve their ability to innovate. Knowledge and innovation ability are closely linked. Japanese scholars Akiro Nonaka and Hirotaka Takeuchi's research shows that new knowledge always starts from the individual, knowledge sharing is the first stage of knowledge innovation, and knowledge sharing is the basis of the organization's knowledge innovation ability [1]. In 1996, the United Nations Organization for Economic and Co-operation and Development (OECD) published a report entitled "Knowledge-based Economy", which stated that knowledge creation and knowledge sharing are equally important, reflecting the importance of knowledge sharing in the creative process. [2]. Therefore, knowledge sharing is an important capital for companies to remain competitive in the industry. In 1958, British physical chemist Michael Polanyi first proposed the concept of tacit knowledge. Many scholars began to divide knowledge into tacit knowledge and explicit knowledge [3]. In his research, Polanyi proposed that 90% of the company's knowledge exists in the brains of employees, and most of this knowledge is tacit knowledge that cannot be expressed in words [4]. It can be seen that tacit knowledge sharing plays a dominant role in knowledge sharing and plays a particularly important role in the innovation ability of enterprises. Through the analysis of the tacit knowledge sharing literature at home and abroad, this paper explores the definition and influencing factors of tacit knowledge sharing, which can make enterprises have a clear understanding in tacit knowledge sharing activities.

### 2. Summary of Research on Tacit Knowledge Sharing.

#### 2.1 Definition of Tacit Knowledge.

Since Polanyi proposed the concept of tacit knowledge, scholars from all over the world began to study tacit knowledge. Manager Dr. Drucker believes that tacit knowledge is not available in language and can only be proved by demonstration. It exists, and the only way to learn tacit knowledge is to comprehend and practice [5]. American psychologist Sternberg [6] defines the concept of tacit knowledge from the perspective of psychology. He believes that tacit knowledge refers to action-oriented knowledge, which is procedural, and its acquisition generally does not need the help of others, it can motivate individuals to achieve the value goals they pursue [6]. Wang Zhongtao, a famous scholar in China, believes that tacit knowledge is partly derived from the feelings and experiences that individuals obtain through physical movements or sensory acceptance in the process of life practice. These knowledge are difficult to express and impart only in words [7]. Zhang Qingpu believes that tacit knowledge is mainly embedded in the individual's actions and experiences. It is the result of long-term accumulation and creation of individuals. Tacit knowledge is the most important source of corporate wealth, and the efficient exchange, sharing and full use of tacit knowledge is the key to business success [8]. Zhao Shiyang and others believe that tacit knowledge refers to highly individualized, difficult to form or communicate, and difficult to share with others, usually with personal experience, impressions, insights, team tacit understanding, technical know-how, organizational culture, customs, etc. Form exists [9].

This paper believes that tacit knowledge is a kind of knowledge that cannot be expressed in words and is deep in the brain. This knowledge includes experience, skills, values, inspiration, jealousy and so on.

#### 2.2 Factors Affecting Tacit Knowledge Sharing.

Because tacit knowledge is difficult to express in words, there are many factors in the sharing process that restrict the realization of sharing. Lin summarizes four aspects that affect knowledge sharing—corporate culture, employee motivation, leadership, and information technology [10]. Based on the obstacles affecting the sharing of tacit knowledge, Jiang Wen has found that the factors affecting tacit knowledge sharing are: a. knowledge sharing subject, namely, individual, team, organization; b. knowledge sharing object, ie knowledge; c. knowledge sharing means, namely computer network, conference, team learning, etc.; d. knowledge sharing environment, that is, various objective

conditions [11]. Qiu Yi and others believe that there are four main factors: organization, personal, knowledge and environment [12]. This paper summarizes the following factors: The following factors affect the sharing of tacit knowledge:

(1) Sharing the subject. The sharing subject mainly includes the knowledge owner and the knowledge receiver. The tacit knowledge sharing is ultimately shared by the knowledge owner and the knowledge receiver in any way, so the owner and the receiver play a decisive role in the sharing process. effect. From the empirical perspective, the impact of psychological security on knowledge sharing is examined. Siemens's research proves that psychological security is an important prerequisite for knowledge sharing. Employees' trust in stored knowledge will have a certain impact on the relationship between the two. The higher the degree of trust, the lower the importance of psychological security to promote knowledge sharing. [13]. Zhang Peng et al. pointed out through empirical research that the motivations affecting employees' knowledge sharing behavior mainly include achievement motivation, interest motivation and interest motivation. Among them, achievement motivation has the most significant effect, followed by interest motivation [14]. Seers (1989) pointed out that the knowledge sharing effect obtained by members is the result of interaction between members and other members of the team. The dynamic interaction between members consists of member contact frequency, interpersonal relationship among members and the overall cohesive force of the team [15]. . In the process of sharing, the trust, value, interpersonal relationship, sharing motivation and mental state of knowledge owners and knowledge recipients all influence the success or failure of sharing.

(2) Tacit knowledge characteristics. Yan Haoren conducted a thorough analysis of the characteristics of knowledge. He believes that the characteristics of knowledge mainly include the following aspects: 1) consumption of knowledge products is different from consumption of other public products (such as street lamps, bridges, etc.), and repeated use and consumption of knowledge resources. Not only does it not reduce knowledge loss, but it also adds value to knowledge. 2) It is difficult for producers of knowledge products to take the fruits of knowledge innovation as their own. If knowledge innovators do not disclose innovations, then their knowledge innovation will not be recognized, and thus the meaning of knowledge production and innovation will be lost. . 3) Knowledge products have strong externalities, and the social benefits of knowledge are higher than the benefits that knowledge products bring to producers. 4) Intellectual property transactions are transactions in the case of asymmetric information [16]. Qiu Yi and others believe that tacit knowledge is difficult to formalize and communicate, and it comes from practice and participation in specific situations. It consists of cognitive factors such as cognitive structure, beliefs and opinions, skill factors, including skills and knowing how to use it in a particular context [17].

(3) Sharing environment. Starting from the obstacles affecting knowledge sharing activities, Jiang Wen draws four obstacles in knowledge sharing activities: 1) lack of good cultural atmosphere; 2) lack of interpersonal relationship of mutual trust; 3) imperfect incentive mechanism; 4) The negative impact of intellectual property protection [18]. Ni Guodong and others studied environmental factors from four dimensions: organizational culture, organizational system, organizational structure and sharing means [19]. Based on the above analysis, the shared environment mainly includes factors such as corporate culture, incentive system and interpersonal relationship. A good sharing environment will promote the success of sharing activities to a certain extent. Enterprises must pay attention to the influence of environmental factors.

### 3. Conclusion

The definition and influencing factors of tacit knowledge sharing in recent years have become the hotspots of scholars at home and abroad. By studying a large number of tacit knowledge sharing related literatures at home and abroad, this paper summarizes the definition and influencing factors of tacit knowledge sharing, and provides a good reference for enterprises to share knowledge sharing activities to ensure the smooth development of tacit knowledge sharing.

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