



## Do Engineers Share Their Knowledge? A Review of Knowledge Sharing Intention among Engineers in the Oil and Gas Industry

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### ABSTRACT

With the current technological advancement and the competitiveness of global markets especially with the shift to renewable energy, oil and gas companies need to double their effort to overcome the challenges. Thus, engineers in the oil and gas sector should increase their job performance to that effect. Knowledge sharing is one of the major ways through which the knowledge and skills of engineers will be upgraded and eventually increase their job performance. Therefore, this study critically reviews the term knowledge sharing and the factors that affect knowledge sharing. It also reviews some factors that influence engineers' intention towards knowledge sharing in oil and gas firms. It identifies some knowledge sharing enablers such as a knowledge-sharing culture in an organization, human network, social relationship and trust among knowledge sharers and receivers. On the other hand, it identifies some barriers to knowledge sharing such as fear of not receiving enough recognition, lack of proper awareness regarding knowledge sharing and its benefits, lack of trust, differences in the cultural environment, lack of communication skills, lack of time, lack of interest, lack of social networks and lack of motivation are of concern, lack of technological facilities. The paper identifies attitude, subjective norm, and perceived behavioural control as elements that could influence engineers' intention towards knowledge sharing in the oil and gas sector. Finally, the paper makes some recommendations on how to effectively share knowledge among engineers in the oil and gas industry.

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## Introduction

The global technological advancement and the shift to renewable energy, require oil and gas companies to double their effort to achieve their goals, gain competitive advantages and increase their profits. This is coupled with the increasing climatic change and the need for sustainable development all over the world (Pavlović, Frankb, Ivanišević, & Katić, 2021). Thus, the job performance of engineers in the oil and gas sector needs to be improved. They should obtain new knowledge and skills especially with the evolving nature of the global market. Engineers need to collaborate, communicate and learn from one another. Knowledge sharing has a critical role to play in increasing the job performance of employees (Kim, 2019). It is an important element that helps in the effectiveness of an organization (Luo, Qin, & Zhang, 2020). It is defined as "transferring useful as well as helpful know-how and information at multiple levels of an organization (Kim, Namkoong, & Chen, 2020).

Various scholars have defined the term knowledge sharing in the existing literature. For instance, Kim, Namkoong and Chen (2020) defined it as a process of "transferring useful as well as helpful know-how and information at multiple levels of an organization. Noh and Lee (2020) view it as the act of sharing knowledge among employees and colleagues in an organization. Yongmei Liu and Zhang (2020) see it as a process of sharing suggestions, observations recommendations, information or ideas, within the members of an organization, that help in the execution of some specific tasks in the organization.

There are two key features of knowledge sharing which are: knowledge collection and knowledge donation (Dey & Mukhopadhyay, 2020). Knowledge collection is associated with persuading members of an organization to share their knowledge of areas of their expertise. A superior officer can persuade a subordinate(s) to share their knowledge or a subordinate can ask a superior or co-subordinate to share their knowledge. On the other hand, knowledge donation is associated with the acceptance or willingness of a person to share his/her knowledge, skills, experience or know-how with other members of the organization (Dutta et al., 2015).

Knowledge can be shared among workers through various means and times. For example, knowledge sharing takes place between one employee to another or from one employee to a group(s) of employees. One employee can share his/her expertise with a colleague(s) or unit(s) of an organization on the nature or how to carry out a certain task in the organization (Shang, Zhou, & Zuo, 2020). The knowledge can be shared via electronic media, social media platforms, seminars, workshops, conventional writing communication or any casual face-to-face casual conversation among workers (Ali & Hemed, 2020). There is no specific time or place for knowledge sharing. It can take place at any time or place. For example, in addition to the conventional methods of knowledge sharing such as seminars or workshops, it can also take place during casual meetings like lunch or tea break. It can be shared from a supervisor to supervisees, among colleagues, from a boss to subordinate or from subordinate to a boss (Jeon & Lee, 2020).

Knowledge sharing has significant importance to oil and gas companies which include enhancing collaboration and communication between employees by allowing them to talk and help each other as well as learn from one another (Soltani-Nejad, Mirezati, & Saberi, 2020). As the result, it sustains the competitive advantage of companies (Cai, Song, Xiao, & Shi, 2020) and reduces the time taken in work processing (Cai & Shi, 2020). It also contributes to the whole development of new innovative ideas as well as gives opportunities to actualize the ideas. Through knowledge sharing, an organization can have the flexibility and consistent changes for development (Amin & Rubel, 2020) as well as achieve fast-paced development of new products and projects (Scuotto et al., 2020). Other benefits of knowledge sharing in an organization include enhancing efficiency and productivity (Tabajen, 2020); reducing costs associated with production (Rafieian-Isfahani et al., 2020), promoting organizational based learning (Anxin, Lijun, Weijiao, Jingjing, & Lili, 2020); bettering services to customers (Hannah Kim, Lee, & Oh, 2020); and organizational overall performance among others.

Many people have strong feelings regarding sharing their expertise and knowledge with others (Lindsay, Sheehan, & De Cieri, 2020). This is

because knowledge has been generally regarded as the greatest asset for the present-day economy, especially with current global technological advancement. Thus, they always think twice about whom to share their knowledge and how as sympathy or empathy. They also share their knowledge when they are happy. This implies that they may share less or no information or knowledge with people they have whom they have negative emotions such as disappointment or anger (Ahmed, Ahmad, Ahmad, & Zakaria, 2019). Also, people do not share their knowledge when they perceive that the knowledge or their personality is not valued or when they feel the knowledge is more powerful to be shared with a particular person or at a particular time (Ismail, 2020). In many instances, organizations require the knowledge or skills of their employees to be shared with others within the organization. However, the individuals at times are not ready to share the knowledge or do not share as much as needed by the organization (Nair & Sivakumar, 2018). This shows the need to examine factors that influence engineers' willingness to share their knowledge or expertise with others in the oil and gas industry. This is generally referred to as knowledge sharing intention.

Numerous studies have shown the importance of knowledge sharing in upgrading engineers' skills which in the long run increase their productivity. One important factor associated with knowledge sharing is employees' intention to share their knowledge with colleagues or receive knowledge from them. Scholars have discovered that employees' intention of knowledge sharing and their willingness to get involved actively in the process, determine the success of the process (Noh & Lee, 2020). Studies have identified various factors that affect employees' decision to share knowledge with others across different industries and sectors of the economy. These factors are determined by the type of the organization, e.g. public and private sector (Okyere-Kwakye & Nor, 2020), or context (Boateng, Dzandu, & Agyemang, 2015) such as culture or norm of the people. For example, Kim and Shim (2018) identify lack of trust as one of the factors that hinder employees' intention to share their knowledge in a given organization. In some Asian countries, fear of penalty inhibits employees from sharing their knowledge (Chowdhury, Prayag, Patwardhan, & Kumar, 2020). Personal competitiveness among

much to share. Generally, people may be willing to share their knowledge more with their loved ones or people with whom they have positive emotions such

employees is another factor that inhibits them from knowledge sharing. Many feel if they share their knowledge they may lose their competitive advantage which is associated with the promotion within an organization (Curtis & Taylor, 2018).

However, not very much has been done on factors that influence workers' intention to share their knowledge with co-workers in the oil and gas sector. Therefore, this study reviews some of the factors that influence engineers' intention of knowledge sharing in the oil and gas industry. Specifically, the study reviews how engineers' attitude, perceived enjoyment, perceived behavioural control, subjective norm and perceived status influence their intention of knowledge sharing in oil and gas companies. The following are some knowledge sharing enablers.

### **Knowledge Sharing Enablers**

Knowledge is considered the key underlying force which drives the social and economic developments of today's world (Rafieian-Isfahani et al., 2020). It is the major competitive advantage of organizations and plays a vital role in technological and scientific advancements in the current era. These are some of the major reasons why a lot of attention is given to knowledge sharing. Amin and Rubel (2020) explain that knowledge sharing requires an individual's time and energy as such many people would not have the intention of sharing their expertise and knowledge unless they get some benefits in return.

Thus, creating a knowledge-sharing culture in an organization is considered the first important enabler for effective knowledge sharing (Fauzi et al., 2018). To do so, the people who will participate and engage in knowledge sharing should be identified and be given some incentives (Kim & Shim, 2018). This would motivate them and encourage others to do the same. Secondly, the receptive capacity of the employees should be examined to ensure that the knowledge shared will be well received and effectively utilized (Choi et al., 2018). The receivers should also be encouraged by incentives or any form of motivation. This will go a long way in

encouraging them to get fully involved in knowledge sharing in the future. Creating a knowledge-sharing culture in an organization Another important factor that enables knowledge sharing in an organization is the human network. According to the findings of Cardinal and Hatfield, when a human network is created in an organization, people share their knowledge easily with one another (Curtis & Taylor, 2018). The same thing with social relationship, it does not only enable knowledge sharing but also helps in building trust among employees (Fauzi et al., 2019). Based on the findings of Levin and Cross, the probability of individuals contacting others is five times greater than the probability of them using technological systems (Bavik et al., 2018). The findings imply that when a good interpersonal relationship exists between people, the probability or motivation for sharing knowledge among them will be higher.

Therefore, in the oil and gas industry, enabling environment for knowledge sharing should be created. Networks of engineers should also be created through social interactions, both formal and informal, to build interpersonal relationships and trust among themselves. This would facilitate knowledge sharing among them. This is possible because the engineers might have understood each other's better than individuals outside the group because of similar or same practices being embedded inside the group and they also know the same technical capacities (Cai & Shi, 2020). In addition, incentives of performance appraisal, direct communication, workshops, training needs analysis and discussion forums, should all be applied in the oil and gas sector appropriately.

### **Knowledge Sharing Barriers**

On the other hand, some factors inhibit knowledge sharing intention in an organization. These factors are classified into three: individual barriers, organizational barriers and technological barriers (Noh & Lee, 2020). At the individual level, there are many barriers to knowledge sharing depending on the individual difference or peculiarities. These include fear of not receiving enough recognition, lack of proper awareness regarding knowledge sharing and its benefits, lack of trust, the difference in the cultural environment, lack of communication skills, lack of time, lack of social networks and lack of motivation are of concern (Noh & Lee, 2020).

would make the employees have a positive intention toward knowledge sharing.

Trust is one of the key factors that affect knowledge sharing intention among employees. Many people do not like to share their experiences or skills if they do not feel a sense of trust. The feeling that the knowledge a person receives will be misused by them results from the lack of trust of knowledge providers towards knowledge. This is the reason why the level of trust between members of an organization, between different units within an organization and the organization as a whole matter a lot on the amount of knowledge transferred from employees to the organizational database and among other people in the organization while impacting reaching the best practices and other data (Cai & Shi, 2020). Previous studies have shown that individuals hesitate to share their knowledge when there is a lack of trust even if organizations promote such a culture (Yongmei Liu & Zhang, 2020).

Lack of interest to help one another or to build new knowledge that would eventually uplift the organization is another barrier to knowledge sharing intention. In their study, Shang et al., (2020) mention that knowledge sharing is not just giving away something to people and receiving something from others and it is rather sharing when people have a serious interest in helping each others towards developing new capacities inside an organization or outside.

Jeon and Lee (2020) identified other factors that impede knowledge sharing practices such as lack of awareness, existence of a power-based hierarchy within organization, lack of time for the process, different experience levels, explicit knowledge dominance over tacit knowledge, lack of interaction, difference in gender, not having adequate feedback or assessment or capture together with lack in tolerance mistakes done in the past that might enhance organizational as well as individual learning, difference in age, difference in education level, lack of trust among each other's as a result of potential misuse of knowledge and having no credit or less credit of the knowledge, lack of social networks, fear of losing job because of the knowledge shared, difference in values, beliefs and ethnic backgrounds, lack of trust in the credibility and accuracy of knowledge and its source, taking ownership of the intellectual properties of

technical know-how because of the fear of not getting proper credit among employees and As for the organizational barriers, include some general practices or culture or an organization that impede knowledge sharing intention or practice. These include lack of training and lack of platform for engagement in knowledge sharing. Organizational culture or a weak structure or a lack of support from the upper-level management for knowledge sharing activities; or even competition between different business units are also examples of such barriers. Other organizational barrier examples are the absence of knowledge sharing on knowledge management strategies, not having adequate infrastructure for knowledge sharing, less effective human resource practices, politics within the organization and lack of rewards (Dey & Mukhopadhyay, 2020).

Lastly, the lack of technical facilities that facilitate knowledge sharing within an organization is categorized as technological barrier. As per a study conducted by McAdam and Reid, lack of technology was found to be a major impediment towards knowledge sharing in public sector undertakings (Lindsay et al., 2020). Gorry conducted two case studies in the public sector undertakings within the United States of America and found out that lack of institutional commitment which includes lack of support from top management and lack of proper leadership, less adequate technical support to be the main hindrance from the technological aspects (Ismail, 2020). Therefore, lack of proper training and utilization of information technology-related procedures in systems and reluctance of employees for utilizing the systems as well as lack in terms of technical support, information technology integration and lack in maintenance are technological barriers to knowledge sharing (Okoyere-Kwakye & Nor, 2020).

### **Knowledge Sharing Intention based on Theory of Planned Behavior**

The Theory of Planned Behavior (TPB) is a general model that explains and predicts human behaviours (Ajzen, 1985). It is an extended version of the theory of reasoned action. This theory is the protocol in the subject area of social psychology which acts as a framework for predicting human behaviour (Ajzen, 1991). There

finally low interpersonal and communication skills(Soltani-Nejad et al., 2020) .

are certain human behaviours over which many people do not have complete volition or control. The Theory of Reasoned Action failed to explain such behaviours and that led to the development of the Theory of Planned Behavior (Ajzen, 1985). According to this theory, the behavioral intentions of individuals affect their actions. The theory identifies three elements that determine people's behavioural intentions, these are attitude, subjective norm, and perceived behavioural control.

Attitude can be defined as the assessment of an individual regarding his or her performance of certain specific behaviour. It is considered as "an individual's positive or negative assessment of his or her performance of a specific behaviour" (Javaid, Soroya, & Mahmood, 2020). Knowledge, as well as knowledge sharing, is deeply impacted by the attitude of individuals towards learning, storing, transferring and exchanging knowledge (Javaid et al., 2020). People's attitude not only affects knowledge sharing but also prevents them from developing, exchanging, storing and sharing knowledge. For example, some people may think that knowledge sharing can harm them and can have a negative effect on them. Scholars have shown some factors that affect one's attitude, depending on the context such as self-worth and social trust.

Subjective norm is defined as a social pressure seen by individuals towards engaging in the performance of a specific behaviour. It is the pressure that is felt from society towards engaging and performing a specific behaviour. It is also associated with external stimuli which impact the knowledge sharing of an individual either directly or indirectly (Daxini et al., 2019). In this model, subjective norm is associated with the expectation of an individual regarding others (Kashif et al., 2018). Ajzen and Fishbein, (2000) defined subjective norm as the elements that convince a person that other people expect certain behavioural patterns from them (Ajzen & Fishbein, 2000). Cheng identified individual behaviour to have a positive impact by subjective norms. Social influence is one such subjective norm identified (Zhang, Zhu, Zhang, & Wan, 2018). In the area of knowledge sharing, the subjective norm is usually defined as the expectation of an individual from others

regarding offering for sharing their technical knowledge and expertise as well as experiences. Perceived behavioural control is defined as the extent to which individuals like or does not like to perform a specific behaviour in a successful manner (Ajzen, 1985). It is the "extend to which an individual considers the performance of a behaviour to be difficult or easy" (Ajzen & Fishbein, 2000). This is impacted by the controlling factors which accompany this. Based on the theory of planned behaviour framework, the behavior of individuals gets originated and so because of their intentions (Ajzen, 1991). The relationship between an individual's intention and behaviour is impacted by three variables which are attitude that the individual has towards a specific behaviour, subjective norms that surround the specific behaviour, and perceived behavioural control of the individual. As such these three variables are put together to form the behavioral intention of individuals (Ajzen, 1985).

Many studies have been conducted to examine the relationships between people's attitudes, subjective norms, perceived behavioural control and intention. Positive relationships were found between these elements and people's intentions in many studies. For example, a positive relationship was found between attitude, subjective norms and perceived behavioural control and intention of people to go to the sports event; in predicting the intention of individuals in providing diet-related counselling (Oteng-Peprah, de Vries, & Acheampong, 2020); in predicting the hunting associated behaviour of people (Yuen, Chua, Wang, Ma, & Li, 2020); in predicting the compliance of drivers with road speed limits (Opoku, Cuskelly, Pedersen, & Rayner, 2020); and in predicting actions that are dishonest (Mashroofa, Haleem, & Jahufer, 2020). Therefore, these factors could possibly influence engineers' intentions of knowledge sharing in the oil and gas industry. Studies should be conducted to examine such possibilities. Alternatively, a knowledge sharing enabling environment should be created by oil and gas companies to enable the engineers to have positive attitudes towards knowledge sharing.

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## Conclusion

This study aims to critically review the concept of knowledge sharing as one of the major factors that help in upgrading the knowledge and skills of engineers in the oil and gas industry which eventually increase job performance and profitability of companies. The paper also reviews knowledge sharing intention and some factors that influence engineers' intention towards knowledge sharing in oil and gas firms. It identifies some knowledge sharing enablers such as a knowledge-sharing culture in an organization, human network, social relationship and trust among knowledge sharers and receivers. On the other hand, it identifies barriers to knowledge sharing such as fear of not receiving enough recognition, lack of proper awareness regarding knowledge sharing and its benefits, lack of trust, the difference in the cultural environment, lack of communication skills, lack of time, lack of interest, lack of social networks and lack of motivation are of concern, lack of technological facilities. Finally, the paper identifies attitude, subjective norm, and perceived behavioural control as elements that could influence engineers' intention towards knowledge sharing in the oil and gas sector. Therefore, employers who wish to increase their engineers' work performance in the oil and gas companies should create a knowledge-sharing enabling environment for the engineers to have positive attitudes towards that. They should also encourage and motivate the engineers to share and receive knowledge with and from one another.

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