

KNOWLEDGE SHARING AND CREATIVITY: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

Purpose: This paper reviews how knowledge sharing and creativity have been studied together in research literature. To this end, studies published over the last decade (from 2011 to 2021) related to knowledge sharing and creativity were systematically reviewed.

Design/Methods: PRISMA approach was used to first screen 2532 studies from WoS and Scopus database and then shortlist 47 relevant articles. The articles were shortlisted on the basis of inclusion and exclusion criteria.

Results/ Findings: The results extracted from the selected peer-reviewed articles show that a number of studies have examined the construct of knowledge sharing and creativity together. In this regard, the most widely used theoretical frameworks included social exchange theory and social learning theory. It also revealed that the most widely studied context was that of tech-based firms, with studies being largely concentrated in the Chinese and Pakistani sectors.

Originality: The current systematic review explores the studies done on creativity and knowledge sharing together. It further provides an articulation and comprehensive overview of the previous literature to recommend future directions. Such an extensive systematic review comprising two constructs knowledge sharing and creativity together, has not been undertaken previously.

Keywords: *Knowledge sharing, Creativity*

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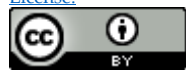
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INTRODUCTION

In today's rapidly changing world, sharing knowledge to foster creativity within organizations has become a key imperative. In view of this, knowledge transfer comprises one of the top priority areas that organizations must focus on given the complex and uncertain environment within which they operate. The global transition from the industrial to a knowledge-led economy has brought to the fore the essential role of knowledge within businesses and organizations. Indeed the crux of the matter is that if economies aspire to success in the contemporary knowledge age, they must prioritize knowledge creation and sharing (Mohamed et al., 2022). In this milieu, considerable parallels can be drawn between various Asian knowledge-based economies. Take for instance, China, which allocates 2% of its GDP to innovation. India too is making extensive investments to foster the emergence of a knowledge-based economy. Interestingly Pakistan too has been included in the KE index, preceded by Sri Lanka, India and Nepal respectively. All share the same objective of boosting the economy through the cultivation of knowledge capital (Zeb, 2022). Hence, it is fair to conclude that the modern era has evolved into the 'knowledge age' wherein knowledge is considered one of the most consequential facets of and an intangible asset for any enterprise (Afandy et al., 2022; Subaciene et al., 2022).

In relation to this, as business dynamics and technological infrastructure are constantly changing, organizations are relying more and more on employees' creative ideas to achieve better performance (Anderson et al., 2014). Creativity is considered to be one of the crucial elements for organizations seeking to achieve a competitive lead (Zhang et al., 2022). According to recent data, more creative organizations not only succeed monetarily (67% or higher in terms of revenue) but also rank higher on McKinsey's Innovation Score (McKinsey & Company, 2019). Furthermore, creativity within organizations drives great ideas, boosts employees' thinking, and opens the doors to fresh business opportunities. Organizations are aware of the outcome this creates in terms of opening the portal to innovative ideas and high market share as well as outperforming competitors. This is why top-notch companies' CEOs and leaders value and, at the same time, demand creativity from their workers. Hence, effective knowledge transfer mechanisms to foster creativity have fast become a norm within organizations.

Organizations have always strived to employ the most talented pool of candidates capable of disintegrating barriers and organizational complexities. However, due to the persistent complexities of the contemporary world, it has become a prerequisite for organizations to develop novel methods to compete with other businesses. In view of this, we see that it has become a pressing need to harness knowledge so that it can help the employees to come up with unique and innovative ideas and initiatives. Hence, one of the most significant reasons for promoting knowledge transfer among individuals is its contribution to the fostering of individual creativity (Rudawska, 2020). Knowledge sharing refers to the exchange of task-related information, advice,

and guidance to support others and work together to complete tasks, find solutions and generate novel ideas (Ahmad, 2019). In short, the exchange of ideas, information, skills, and experiences between people which increases the knowledge of the recipients is termed as knowledge sharing (Doronin et al., 2020; Mirzaee & Ghaffari, 2018). Furthermore, creativity is the generation of new and valuable ideas by integrating existing information in novel ways. It is, therefore, used to describe the creation of new, unique, and beneficial ideas by individuals and teams (Khasawneh et al., 2022). This process of creativity is facilitated to a great extent by economic resources, organizational support, out-of-the-box thinking, and the exchange of knowledge among employees (Chen et al., 2021). This is further evidenced by extant literature. For instance, Park and Joo (2022) state that exchange of knowledge at work is critical because it helps employees produce innovative ideas and creative outcomes. In terms of business success, Wubante et al. (2022) suggest that well-managed and widely applied organizational knowledge can contribute to a competitive edge in today's rapidly evolving marketplace. Owing to the heightened significance of knowledge sharing, businesses now place significant emphasis on encouraging employee knowledge sharing (Usmanova et al., 2020). Organizations also seek competent employees who possess knowledge that helps to deal with any barriers that come their way. Thus, at present, it is difficult to understate the importance of knowledge dissemination within firms.

Although knowledge sharing is considered essential for organizational success, it has largely been accorded peripheral importance in the mainstream literature (Asrar ul Haq, 2016). Indeed it was not until the year 2000 that the importance of the phenomenon was highlighted in the management field. Since then, several empirical and systematic reviews on knowledge sharing and knowledge management accentuating the advantages and challenges of knowledge transfer (Asrar ul Haq, 2016), knowledge sharing and innovation (Rumanti et al., 2018), knowledge sharing via social media (Sarka et al., 2017), knowledge sharing in Higher Education Institutions (O Al Kurdi et al., 2018) have been undertaken. While existing systematic reviews have addressed individual constructs of knowledge sharing and creativity, no systematic review has been conducted to understand the two concepts together. The present literature review will add to existing literature by studying the two allied concepts, namely knowledge sharing, and creativity, together. By doing so, this paper provides insight into the influence of knowledge sharing on creativity and assists future researchers in studying more novel perspectives on it. This may also benefit organizations that seek to understand the importance of the phenomenon and promote knowledge sharing for securing a competitive advantage.

The systematic literature review reported herein has been positioned to achieve the following objectives:

1. To systematically review the literature on the relationship between knowledge sharing and creativity.
2. To suggest future directions for researchers that can help bridge the current knowledge gap on the subject.

In this article, a systematic review of the extant literature on knowledge sharing and creativity is reported. Through this review, we contribute to the literature in three ways. First, this study generates synodical knowledge implications by exploring the definitions, concepts, and consequences of knowledge sharing vis-à-vis different forms of creativity that are insightful for practitioners and researchers in relation to probing prevalent notions pertaining to knowledge sharing across diverse cultures, contexts, and disciplines. Second, the proposed future directions also serve as a focal point for future researchers who can work to generate new and novel insights into the field of research. Third, this review also provides insights to top management which can enable them realize the need for and importance of developing appropriate strategies to promote knowledge sharing among employees. In this way, employees can become more creative and beneficial members of the organization.

To sum up, the current systematic review aims to explore the studies that have explored creativity and knowledge sharing together. It further provides an articulation and comprehensive overview of the previous literature. The current review also provides crucial data that pinpoints the significant gaps that need to be filled by future research. Hence, the immediate outcome of systematically reviewing literature spanning the last decade is to identify the importance accorded to the phenomenon in academic literature.

Having provided the background to knowledge sharing and creativity and delineated the objectives of the study, the paper presents provides the theoretical background of the constructs; knowledge sharing, creativity, and the relationship between knowledge sharing and creativity. This is followed by the explanation of the methodology, stating the search strategy and data extraction strategy for the current systematic review. Afterward, results including important aspects such as journal of publication, year of publication, country of research, context, theory, moderator and mediator, and outcome variables are presented. This is followed by a discussion of the results, future research trajectories and the conclusion.

THEORY

The following section provides a detailed overview of the knowledge sharing and creativity construct. This is followed by an overview of the studies validating the link between knowledge sharing and creativity. This will help us to understand how the construct is conceptualized in the literature and manifests in organizational settings, thereby providing a better understanding of the constructs and their relationship.

Knowledge Sharing

Knowledge sharing has been acknowledged as one of the most important topics within the realm of management (Serenko & Bontis, 2016). Knowledge sharing is the process of imparting explicit and implicit knowledge from one person to another. It is defined as sharing task-related information, suggestions, and expertise to help others and work together to complete tasks, resolve issues, and generate new ideas (Ahmad, 2019). Given its potential and advantages, knowledge sharing can have a

significant positive influence on both individuals and businesses. In organizations, knowledge transfer is considered a vital activity. Knowledge sharing among employees inside an organization is crucial for developing knowledge particular to the organization (Bhatti et al., 2020). An organization's success may be altered by how individuals perform on the job due to the company-wide dissemination and exchange of knowledge (Hong et al., 2022). In all of this, employees are the main stakeholders who contribute to facilitating the flow of knowledge inside that organization (Hon et al., 2022). In the framework of knowledge management, knowledge sharing plays a significant role in providing sufficient awareness to organizations (Eshak et al., 2022). It is because knowledge is typically not deemed valuable until it can be shared. Once information starts to flow freely within organizations, workplaces become more progressive. Furthermore, knowledge sharing promotes value creation, creativity, and the development of an organic learning culture. Successful businesses, therefore, significantly rely on their ability to learn and share knowledge to stay competitive.

Creativity

The fast-paced business dynamics and technological advancements necessitate organizations to thrive on employees' creative ideas to achieve better performance and results (Anderson et al., 2014). Creativity is referred to as the process of thinking outside of the box divergently and combining raw information and ideas to develop something extraordinary for the betterment of the organization (Bodla et al., 2016). The term "creativity" refers to the generation of new and beneficial concepts (Yu et al., 2019). It is the generation of new and valuable ideas by integrating existing information in novel ways. In general, creativity is coming up with fresh concepts, innovations, marketing strategies, valuable goods and services, and other new ideas. It entails technical ability, artistic ability, etc. Another definition of creativity refers to an employee's idea generation, expertise, and skills founded on their knowledge and credentials (Hanaysha et al., 2022). Creativity drives great ideas, boosts employees' thinking, and opens the doors to fresh business opportunities. Employees can show their creativity by promoting innovation, upgrading technology, or enhancing processes that result in inventions (Xu et al., 2022). Creativity is majorly facilitated by economic resources, organizational support, out-of-the-box thinking, and the exchange of knowledge among employees (Chen et al., 2021).

Knowledge sharing and creativity

While divergent views do exist, most scholars are adamant that knowledge-sharing fosters creativity. Knowledge sharing is beneficial because it enhances employees' awareness and enables them to think innovatively. Previous literature on creativity put forth the stance that creativity is highly influenced by exchanging ideas, information, knowledge, and perspective (Baer, 2010). Park et al. (2014) also suggest that better communication for exchanging knowledge can increase the level of creativity in the organization. Sharing expertise and knowledge enables employees to polish their creative potential (Bodla et al., 2018). Hence, knowledge-sharing fosters

creativity in the workplace (Kim & Park, 2015). When individuals share their thoughts at work, their knowledge base expands. The key takeaway is that knowledge sharing among employees is crucial since it allows them to learn from one another and generate ideas. These collaborative exchanges of knowledge in ideas, information, experience, and thoughts end up in workplace creativity.

METHODS

A systematic literature review (SLR) is written after a robust process that involves locating, assessing, and interpreting several research studies pertinent to the research questions, field of study, or research topic (Tranfield et al., 2003). The main purpose of this review was to extract the relevant data on the topic of "Knowledge Sharing and Creativity" from past literature. This systematic review was conducted following the PRISMA (Preferred Items for Systematic Reviews and Meta-analysis) guidelines (Moher et al., 2015) (See figure 1). These rules help scholars write an effectively articulated systematic review and make a careful analysis of the research conducted across different parts of the world, fields, and subjects (Moher et al., 2009). The subsequent headings explain the systematic process adopted for the current SLR.

Initial research strategy

As the current study presents a systematic review of literature, the data collection strategy has been organized as per the PRISMA guidelines for recommended reporting terms for systematic reviews (Moher et al., 2009). The initial screening process was carried out using data from two of the largest online biometric databases; Web of Science (WoS) and Scopus. These datasets were chosen because they demonstrated stability across several necessary research measures (i.e., publications, citations, h index, and HI, annual). Additionally, these databases have shown a consistent increase in publications and citations across five main areas, including the humanities, social sciences (including management), sciences, MRR engineering, and life sciences (Harzing & Alakangas, 2016).

Selection of studies

The selection of relevant studies was limited to papers published between November 2011 and 2021. A search for relevant literature was conducted along the keywords "Knowledge sharing" and "Creativity." Knowledge sharing refers to the sharing of task-related information, suggestions, and expertise to help others and work together to complete tasks, resolve issues, and generate new ideas (Ahmad, 2019). The term 'creativity' refers to the generation of new and beneficial concepts (Yu et al., 2019). It entails technical ability, artistic ability, etc (Wu & Chen, 2018). We have included articles that explore the link between knowledge sharing and creativity. All relevant papers that broadly explored 'Knowledge sharing, knowledge exchange, creativity, group creativity, team creativity, student creativity, follower creativity, employee creativity, organizational creativity, and workplace creativity' were included. The inclusion and exclusion criteria comprising the study type, key words, publication

date, language, peer review and impact factors is detailed in Table 1. After the preliminary search, 2,532 publications (web of science = 1,114 and Scopus = 1,418) were retrieved for further screening.

Table 1: Criteria for articles selection

Criteria	Inclusion	Exclusion
Study type	Quantitative papers	Qualitative papers
Key words	Knowledge sharing and creativity	Not included
Publication date	2011 to 2021	Before 2011
Language	English	English
Peer Reviewed	Yes	No
Impact factor	High	Low

Data Extraction

Following the PRISMA steps, 47 peer-reviewed articles were shortlisted for analysis. A data extraction template was created to list data from the shortlisted articles. The template included information related to the journal, author, year, country of research, context, definition, scale, theory, moderator and mediator, outcome, unit of analysis, sample size, sampling technique, response rate, mode of data collection, analytical method and correlation impact statistics of each study.

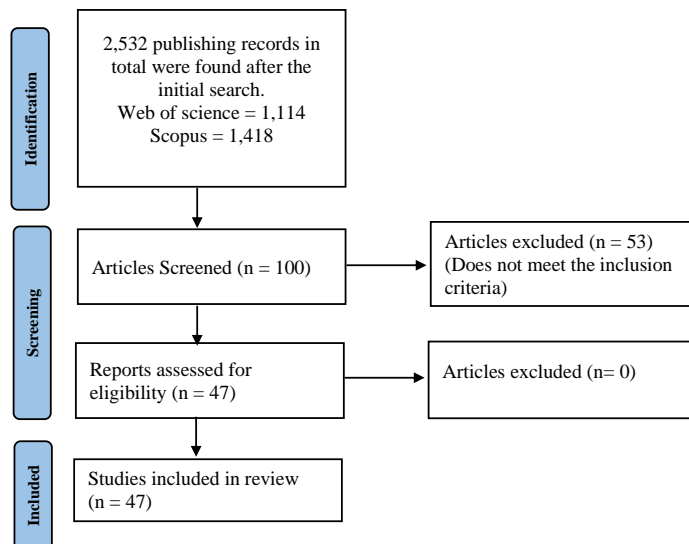


Figure 1: PRISMA

DATA ANALYSIS AND RESULTS DISCUSSION

Journal

WoS and Scopus databases were searched to find subject relevant articles for this systematic review. This search yielded 2532 records (See figure 1). Each paper was reviewed for relevance to the topic. After screening and adhering to the PRISMA checklist, 47 studies were deemed to be appropriate for inclusion in this present systematic review. Table 2 shows journals that have published articles on creativity and knowledge sharing. The Journal with the most publications on knowledge sharing and creativity was Creativity and innovation management journal (N=4), followed by the International Journal of contemporary management (N=3), the Journal of occupational and organizational psychology (N=3), and Frontiers in Psychology (N=3). Journal of management & organization, Management research review, and Personnel review had two publications each. Lastly, journals such as the Journal of organizational behavior, the international Journal of human resource management, and the Journal of creative behavior and administrative science were found to have the lowest number of subject matter publications.

Table 2: Most used journals

Journal	No. of Studies
Creativity and Innovation Management	4
International Journal of Contemporary Management	3
Journal of Occupational and Organizational Psychology	3
Frontiers in Psychology	3
Journal of Management & Organization	2
Management and Research Review	2
Personnel Review	2
Other	28

Year

The publishing years of shortlisted studies spanned over ten years ranging from 2011 to 2021. Year wise distribution is shown in Figure 2. Most studies (N=6) were conducted in 2021, 2020, 2019, and 2018, which showed that the concepts of knowledge sharing had recently gained more prominence. The heightened interest is

attributed to the current technological advancements which necessitate organizations to adapt to the technological changes. Organizations must be creative in their business processes, ideas, and mechanisms to survive in such unprecedented times. This is possible through increased focus on the exchange of knowledge, ideas, and information among each other. Therefore the increased publications over the years are testament to the changing business world dynamics.

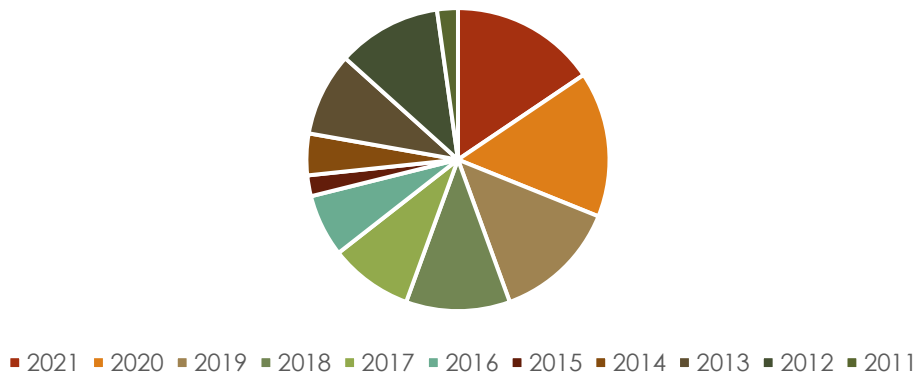


Figure 2: Years of publication

Country

Of the 47 selected studies, majority of the studies were conducted in China (N=11), Pakistan (N=8), South Korea (N=5), Taiwan (N=2), Vietnam (N=2), and (N=4) out of 47 studies did not mention any country. This shows that the majority of the research was conducted in China, which is considered a technology hub. Figure 3 shows country wise publications.

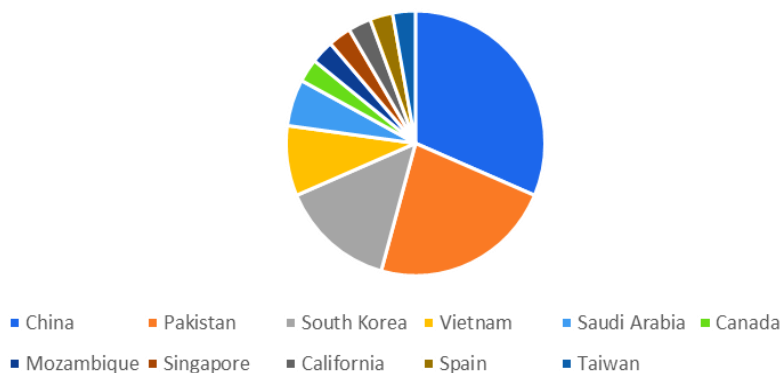


Figure 3: Country wise publications

Context

Table 3 presents an overview of the various contexts in which the concept of knowledge sharing and creativity has been studied. This shows that most studies

(N=11) are conducted in tech-based organizations, depicting that such organizations encourage knowledge sharing among employees. This is followed by the manufacturing sector (N=5) and Universities (N=5). The remaining studies were conducted in other contexts, including, among others, banking, healthcare, financial, insurance, telecommunication firms, and theme parks.

Table 3: Context of study

Context of study	No. of Publications
Tech-based	17
Manufacturing	5
Universities	5
Healthcare	3
Insurance	3
Financial	2
Banking	2
Hotels	2
Telecommunication	2
Theme-park	2
Other	4

Theory

Few studies, i.e., 17 of the 47 papers, did not use or perhaps refer to any theory at all (See Table 4). Social exchange theory was the most frequently applied theoretical basis in organizational-level research. Social Exchange theory is used to identify the knowledge-sharing behavior of individuals. According to this theory, individuals conduct a cost-and-benefit self-analysis to regulate their interactions with others. Individuals always try their best to maximize their benefits and minimize costs while exchanging resources with each other (Molm, 2001). People typically exchange their knowledge (resources) with others with the expectation of reciprocity (Gouldner, 1960). This means they give something to others while expecting something in return. So, to build strong relationships with others, individuals mostly share knowledge. Social exchange theory is the most used theory that explains individual behavior across various domains, including, among others, technology adoption, consumer behavior, knowledge sharing, and behavior in online communities (Yan et al., 2016). According to the theory, the exchange of knowledge among individuals highly depends on receiving something in return. This study further reveals that the other

important theories used to explain the relationship between Knowledge sharing and Creativity are social learning theory, Conservation of resource theory, social categorization theory, Knowledge management theory, social determination theory, Componential theory of Creativity, etc. Other theories used in our study are mentioned in Table 4. As it is quite difficult to evaluate all the mentioned theories, we urge future researchers to focus their direction on investigating the use and application of these theories.

Table 4: Most used theories

Theories	No. of studies
Social exchange theory	5
Social learning theory	5
Social categorization theory	3
Conservation of resource theory	3
Self determination theory	3
Componential model of creativity	2
Social information processing theory	2
Other	24

Moderator

The moderators that the past studies investigated between knowledge sharing and creativity include thriving at work, psychological safety, individual creativity, passion for work, innovation, relationship quality, group diversity, relationship quality, inclusive climate, and follower prosocial motivation status differential. These factors strengthen the relationship between knowledge sharing and creativity. The moderators used in studies are shown in Table 5. The table also includes the studies (N=8) that have used knowledge sharing as a moderator. This shows that apart from moderators used to strengthen the relationship between knowledge sharing and creativity, knowledge sharing can also play the role of moderating variable in relationships.

Mediator

The mediators that the past studies have investigated the most between knowledge sharing and creativity were psychological safety (N=2), leader-member exchange (N=2), and absorptive capacity (N=2). Other mediators were self-efficacy, sharing information, intrinsic motivation, burnout, thriving at work, and collective Efficacy. Medating variables are given in Table 6. The table also shows the studies (N=16) in which knowledge sharing is used as a mediating variable in relationships. This

manifests the dynamic role of knowledge sharing as a mediating variable in the literature.

Consequences/Outcomes

A growing number of studies have examined the outcomes of knowledge sharing. Out of 47 empirical studies published on knowledge sharing, nine looked at team creativity outcomes and nine at group creativity (See Table 7) . In comparison, four studies used group creativity due to knowledge sharing among employees and managers as an outcome variable (See Table 7). Other consequences of knowledge sharing are follower creativity, organizational creativity, player creativity, student creativity, etc. All these outcomes reveal that knowledge sharing is a major contributor to creativity in the workplace. Creativity can come in different forms, like group, team, individual, follower, student, etc. Other outcomes are also shown in Table 7.

Table 5: Moderators

Moderator	No. of Studies
Knowledge sharing	8
Absorptive capacity	1
Follower prosocial motivation	1
Inclusive climate	1
Group diversity	1
Team environment of trust	1
Perceived organization politics	1
Psychological safety	1
Status differential	1
Passion for work	1
Procedural justice	1
Time sufficiency	1
Cognitive team diversity	1
Thriving at work	1
Individual creativity	1
Innovation performance	1
Relationship quality	1
Other	2

Table 6: Mediators used in studies

Mediator	No. of studies
Knowledge sharing	16
Absorptive capacity	2
Psychological safety	2
Leader-member exchange	2
Self-efficacy	1
Sharing information	1
Intrinsic motivation	1
Employee creativity	1
Collective efficacy	1
Individual creativity	1
Positive affect	1
Burnout	1
Thriving at work	1

Table 7: Outcome variables

Outcome	No. of times
Employee creativity	9
Team creativity	9
Individual creativity	4
Innovation	1
Team Agility	1
Innovative work behaviors	1
Individual skill development	1
Team knowledge sharing	1
Innovation	1
Team performance	1
Follower creativity	1
Creativity	1

Employee creative behavior	1
Group creativity	1
Player creativity	1
Student creativity	1
Organizational creativity	1
Creative performance	1
Explicit knowledge	1
Customer knowledge sharing	1
Self-efficacy	1

DISCUSSION

The purpose of this study was to understand the mechanisms through which knowledge sharing influence creativity. This required a systematic review to understand how knowledge sharing and creativity have been studied together in the literature. For this purpose, a decade (from 2011 to 2021) of literature related to knowledge sharing and creativity was systematically reviewed. This resulted in the identification and screening of research publications from the WoS, Scopus, and top journals with a high Impact factor. After thorough research and screening, 47 peer-reviewed studies on knowledge sharing and creativity were included. Keeping in view the pre-determined inclusion and exclusion criteria, screening was done. The methodology reveal that significant empirical studies on knowledge sharing and creativity have been published over the years. The categorization also showed that all 47 papers employed quantitative methods, with surveys being the most common data collection method.

Further, an analysis of research revealed that 47 documents were published between 2011 and 2021. Of these, China had the most research related to knowledge sharing. Additionally, it was found that 36% of the studies (N=17) were conducted in technology companies, with the greatest positive impact from knowledge sharing in terms of increased creativity. The data extracted after the systematic review of the previous years revealed that 14% (N=7) studies were published in 2020 and 2019, and 12% (N=6) were published in 2021. Of these, majority of the studies (N=4) were published in the journal "Creativity and Innovation management." Furthermore, most of the outcomes of knowledge sharing were employee creativity and team creativity. The findings showed that about 19% (N=9 each) of the knowledge sharing outcome are employee and team creativity. Moreover, the findings revealed that the mediators that have been used most of the time (4%, N=2) between knowledge sharing and creativity are leader-member exchange, psychological safety, and

absorptive capacity. Furthermore, moderators used to strengthen the relationship between knowledge sharing and creativity were absorptive capacity, thriving at work, etc. The findings revealed that, in addition to its role as an independent variable, knowledge sharing has also been widely used as a moderator and mediator in studies. Thus, its role as a dynamic construct is well established in the literature. The findings, however, made it abundantly evident that one of the most crucial factors that encourage creativity is knowledge sharing among individuals and groups. This is consistent with the wide scholarly consensus that knowledge sharing fosters creativity which ultimately leads to better results (Kremer et al., 2019).

FUTURE RECOMMENDATIONS

Theory

The findings reveal that the theoretical soundness in the knowledge sharing and creativity literature is still limited. The most widely used theory for knowledge sharing was found to be the social exchange theory. Future research could, however, turn its attention to other theoretical frameworks. Theories such as the theory of reasoned action (TRA) or its extended version theory of planned behavior (TPB) would make valuable additions as they may provide a clearer understanding of how knowledge exchange leads to innovative or creative behavior in individuals. According to the theory, an individual's behavior is influenced by their intentions, which are formed by their attitude toward a certain behavior and the endorsement of significant others for that particular behavior (Ajzen & Fishbein 1980). Thus, creativity, or such intentions, may be understood by certain mechanisms fostered by knowledge sharing. This will allow organizational management to understand the cognitive mechanisms that form intentions and foster creativity in the workplace.

Outcome variables

The present review shows that the favorable effect of knowledge sharing on individual and organizational outcomes has been widely underscored in the literature. However, its detrimental consequences have largely been left unnoticed. This could be because knowledge sharing is perceived as a positive construct. Future research could delve into the dark side of knowledge sharing to identify aspects as to why it is vital and how knowledge sharing can affect creativity in different types of organizations. There could be certain negative outcomes of knowledge sharing such as knowledge sabotage (Perotti et al., 2022), opportunistic actions and morally dubious behaviors (Chua, 2009), and knowledge leakage (Frishammar et al., 2015). Understanding the negative side of knowledge sharing will allow practitioners to be aware of and take preventive measures rather than falling into the hoax of unrestrained knowledge sharing.

Context

The current systematic review reveals that research on knowledge sharing has largely been limited to developed countries. As much as developed countries (e.g., China and Spain) have transitioned towards a knowledge-based economy, developing nations (e.g., Pakistan and India) have also shifted towards knowledge-intensive economies. Hence, we propose that similar studies be carried out in developing nations. It would also be quite intriguing to thoroughly analyze the challenges an organization can face if there is a hindrance to information sharing within the firm and its subsidiaries worldwide. This is because national culture may significantly influence how knowledge is shared among individuals and the variations that may come with it while communicating cross-culturally. Hence, we advocate doing cross-cultural research to explore whether the interventions presented are culturally independent and could be used in diverse political, geographical, economic, and cultural contexts. At the same time, most studies have been conducted in the technology sector and manufacturing sectors with minimal evidence of research on knowledge sharing from the education and banking sectors. Both sectors demand significant knowledge sharing. Hence, the extent of the influence of knowledge sharing on creativity must be explored in these sectors for fruitful insights.

CONCLUSION

The current SLR endeavored to provide a detailed overview of the previous studies on knowledge sharing and creativity. Surprisingly, many scholars and researchers are now interested in studying knowledge sharing as an independent phenomenon as well as in relation to creativity. Following the PRISMA checklist, 47 peer-reviewed articles were selected for analysis. The findings include an examination of the journal, year, theory, context, country, and outcomes, as well as mediators and moderators of knowledge sharing and creativity. The results extracted from the selected peer-reviewed articles have shown that knowledge sharing significantly impacts creativity. Based on the review, it is evident that knowledge sharing is a highly significant area for future research. This study supports the notion that knowledge sharing has the potential to greatly benefit organizations, particularly in developing nations wherein resource constraints may be offset through the fostering of knowledge-based activities. Thus, organizations should devote significant resources to developing and implementing strategies for generating and implementing knowledge-based activities that stimulate creativity.

The study has some limitations. First off, the current SLR includes studies from WoS and Scopus databases. Future researchers may conduct a systematic review by including studies from a broader range of international databases, including ScienceDirect, Emerald, Econ Lit, JSTOR, ProQuest, and PsycINFO. This will make it easier to access pertinent studies in the field. Secondly, studies should look at knowledge-sharing literature from a broader time frame spanning at least two decades, i.e., from the year 2000 onwards. This may improve the likelihood of gaining access to more relevant research. This quantitative systematic review was likewise

restricted to peer-reviewed articles published in English-language academic journals. This might have limited the availability of relevant papers published in many languages or in other sources, including books. Lastly, the choice of terms and the scope of the investigation is limited. The search keywords used in this review were confined to knowledge sharing and creativity only. Future reviews may consider papers that did not have knowledge sharing as the primary emphasis of the study rather briefly touched upon it, as this may offer more distilled insights. Including more than a decade of studies from a broader range of databases and keywords would help to generate a more extensive and holistic perspective on research pertaining to knowledge sharing and creativity.

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