

Research Overview on Knowledge Sharing: A Case Study of Vietnam

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Abstract

This research aims to provide an overview of studies on knowledge sharing in Vietnam. Knowledge sharing is crucial in fostering innovation, collaboration, and organizational learning. Understanding the dynamics, challenges, and best practices of knowledge sharing in the Vietnamese context can contribute to developing effective strategies for knowledge management and transfer. The study utilizes a comprehensive literature review, including academic research, case studies, and reports, to examine various aspects of knowledge sharing in Vietnam. It explores the cultural, social, and economic factors influencing knowledge-sharing behaviors and practices among individuals, organizations, and communities.

Keywords: knowledge sharing, knowledge management, Vietnam, factors

1. Introduction

Today is world continuously evolves through new thinking and innovative approaches (Iebra Aizpurúa, Zegarra Saldaña, & Zegarra Saldaña, 2011). To develop, knowledge itself is considered an essential element of a new emerging knowledge society (Prieto & Easterby-Smith, 2006). Knowledge is widely regarded as adding more value to organizations than tangible assets (Akhavan, Jafari, & Fathian, 2006). Knowledge is increasingly becoming important in a competitive environment and has become a significant resource to enhance the competitive capabilities of businesses (Nguyen Hoang Lap, 2014). Knowledge is crucial in contributing to achievements and progress in various fields. In Vietnam, many organizations are concerned with researching and sharing knowledge, with knowledge occupying a central position in organizational planning and management. It can be seen that knowledge is an essential resource for the sustainable development of all organizations. It creates a competitive advantage for organizations in today's dynamic and fiercely competitive market

economy (Davenport & Prusak, 1998). Furthermore, sharing this knowledge helps improve effectiveness in work, as there is a constant need to acquire new knowledge in both personal and professional life. Individuals can develop and improve themselves through a deep understanding and solid knowledge. This is not the result of individual effort alone but the collective labor of a group of workers. Therefore, every employee in the industry needs to have a sense of collaboration and share information and knowledge in order to fulfill their tasks well and increase customer confidence.

Knowledge is the process by which individuals demonstrate their beliefs about what they consider the truth (Ikujiro Nonaka & H Takeuchi, 1995). Mårtensson (2000) asserts that knowledge is a fundamental factor that can be successfully applied to help organizations create innovative products and services. Unlike other resources, knowledge is seen as an infinite resource that does not deplete during usage; its value increases the more it is utilized.

The economic integration of Vietnam into the regional and global economy is deepening, opening up numerous potentials and opportunities to drive overall economic development in Vietnam, particularly in the veterinary medicine production and business sector. The industrial revolution 4.0 and intense business competition have significantly impacted dynamic organizations' resources, capabilities, strategies, missions, and visions. In this context, knowledge is a crucial factor and the foundation for organizations to develop in-depth. Grant (1996) asserts that knowledge is the most important resource for implementing an organization's strategy. Focusing on knowledge brings many benefits, including reducing time in work processes, reducing costs, improving customer service, adapting to change, and creating a learning environment, contributing to increased productivity and efficiency (Skyrme, 2003). These benefits highlight the importance of knowledge in gaining an advantage in a competitive environment.

Knowledge sharing is a daily activity in a knowledge-based environment, where an academic institution and individuals within an organization serve as the basis for research and learning (Fullwood, Rowley, & Delbridge, 2013). Societies have been transformed by educating leaders, scholars, and decision-makers (Akhavan et al., 2006; T. Wright & Horst, 2013). Sharing knowledge is necessary for increasing labor productivity and ensuring the sustainable development of businesses. In the financial reports of organizations, traditional production factors such as facilities and machinery are often mentioned, but the knowledge factor is often overlooked. Human resources, including employees' skills, experiences, and knowledge, can create a competitive advantage for businesses (P. M. Wright, McMahan, & McWilliams, 1994). However, encouraging knowledge sharing among employees requires management to understand the motivational factors behind knowledge sharing and develop appropriate policies (Burgess, 2005). Therefore, knowledge sharing is always recognized as an essential factor in the development of organizations, employee improvement, and, most importantly, organizations must implement all strategies to establish a successful knowledge management system.

2. Studies on Knowledge Sharing in Vietnam

Studies on the impact of organizational culture on knowledge sharing among employees in organizations.

Research by Nguyen Hoang Lap (2014) suggests that organizational culture influences knowledge-sharing behavior within construction companies. The study indicates that organizational culture plays a significant role in promoting or hindering effective knowledge sharing. The research surveyed 244 employees working in the construction industry in Ho Chi Minh City. The results of the study revealed that the following factors influence knowledge sharing behavior of employees in the construction industry in Vietnam: (1) Trust, (2) Organizational structure, (3) Short-term rewards, (4) Information system, and (5) Long-term rewards.

Based on the model proposed by Mueller (2013), a study by Pham Quoc Trung and Hong (2016) examined the influence of organizational culture factors on knowledge sharing. The survey sample consisted of 418 employees working in small and medium-sized enterprises (SMEs) in Ho Chi Minh City, Vietnam. The results showed that cultural factors influencing knowledge sharing included Openness ($\beta = 0.280$), Group Orientation ($\beta = 0.248$), Output Orientation ($\beta = 0.166$), Learning Orientation ($\beta = 0.109$), and Organizational Structure ($\beta = 0.097$). Based on these findings, several managerial implications were proposed to help managers of Vietnamese SMEs improve the effectiveness of knowledge sharing among employees. This, in turn, contributes to enhancing knowledge management effectiveness and increasing the competitive advantage of small and medium-sized enterprises in Vietnam.

The study by Phong and Son (2021) evaluated the impact of cooperative culture and knowledge sharing on the competitive advantage of small and medium-sized hotels in Vietnam. The survey was conducted with 135 management personnel from small and medium-sized hotels in Vietnam. The results showed that a cooperative culture and knowledge-sharing activities among hotel employees positively impact the hotel's competitive advantage. The study also emphasized the need to enhance and develop a positive cultural environment that promotes cooperation, viewing it as the most significant solution to foster knowledge-sharing activities among hotel departments and employees, thereby improving and strengthening the long-term competitive advantage of the hotels.

The studies mentioned have assessed organizational culture's impact on employees' knowledge-sharing behavior in specific organizations such as construction companies, hotels, or small and medium-sized enterprises. However, a broader research scope is required to generalize organizational culture's impact in a particular industry, including data collection from multiple organizations within that industry. This would necessitate a larger-scale study and a more in-depth analysis of employees' organizational cultural factors and knowledge-sharing behavior within the specific industry.

Research on knowledge sharing in the financial and banking industry

The research by Hoang and Xuan (2016) was conducted at Sacombank, a Joint Stock Commercial Bank in Vietnam. Using a mixed-methods approach combining qualitative and

quantitative analysis, the authors surveyed 300 employees. The study proposed a model with 7 factors influencing the knowledge-sharing behavior of Sacombank employees, including trust, teamwork, communication with colleagues, the attention of senior management, commitment, rewards, and information technology. The research also suggested management implications to create knowledge-sharing conditions among employees and foster the bank's development.

Based on the research by Sohail and Daud (2009), Anh (2018) proposed a research model consisting of 5 factors influencing knowledge sharing among employees in an organization: knowledge nature, sharing opportunities, sharing motivation, organizational culture, and employee attitudes. Questionnaires were sent directly to employees at the State Treasury in Ba Ria - Vung Tau province. A total of 300 questionnaires were sent out, and after filtering out invalid responses, 282 valid responses were collected, achieving a response rate of 94%.

The data were analyzed using Cronbach's Alpha for reliability and exploratory factor analysis (EFA). Multiple linear regression analysis results indicated that the independent variables explained 61.6% of the variance in knowledge sharing. The regression analysis also revealed that all 5 factors positively impacted knowledge sharing among employees, in the following decreasing order: organizational culture, employee attitudes, sharing motivation, knowledge nature, and sharing opportunities.

The study by Hoàng and Tú (2018) was conducted using a mixed-methods approach, combining qualitative and quantitative research. The survey sample was conveniently selected from civil servants working in Ho Chi Minh City. The collected data were processed and analyzed using SPSS 20.0 software, employing techniques such as Cronbach's Alpha for reliability analysis, exploratory factor analysis (EFA), regression analysis, and ANOVA. The results revealed six factors influencing knowledge-sharing behavior among tax department civil servants in Ho Chi Minh City. These factors included trust, teamwork, communication with colleagues, leadership support, information systems, and commitment. Based on the research findings, policy implications were suggested to improve and promote knowledge-sharing behavior among civil servants in the tax sector in Ho Chi Minh City in the future.

The study by Mến and Dũng (2018) identified several factors that influence knowledge-sharing behavior among employees of BIDV (Bank for Investment and Development of Vietnam) in Binh Duong province. The factors include teamwork, commitment, trust, reward system, information technology system, communication with colleagues, and the attention of senior management. The authors employed both qualitative and quantitative research methods. The qualitative research aimed to explore the factors influencing knowledge-sharing behavior and refine the measurement scales of the proposed research model. Quantitative research was used to measure the level of influence of these factors on knowledge-sharing behavior among employees at BIDV in Binh Duong province.

The sample size for the study was based on convenience sampling and consisted of 285 employees working in various branches of BIDV in Binh Duong province. The authors utilized data processing and analysis techniques using SPSS 20.0 software. Through

quantitative research, the authors identified the factors influencing knowledge-sharing behavior among employees of BIDV in Binh Duong province. The research findings highlighted the importance of teamwork, commitment, trust, a reward system, an information technology system, communication with colleagues, and the attention of senior management in shaping knowledge-sharing behavior among employees at BIDV Binh Duong.

The study by Long (2019) was conducted to assess the overall opinions of all employees in a bank regarding knowledge-sharing behavior. 29 observation variables were used to evaluate the employees' perspectives. The data were analyzed using reliability analysis (Cronbach's Alpha), exploratory factor analysis (EFA), correlation analysis, and regression analysis. The results indicated that factors such as trust, leadership, rewards, information technology, and communication with colleagues positively influenced knowledge-sharing behavior. Based on the research findings, the bank organization needs to respect and listen to the opinions of its employees and create awareness about knowledge sharing within the organization. The insights from this study provide helpful information for bank managers in commercial banks in Ho Chi Minh City to better understand the factors influencing the extent of knowledge sharing among bank employees.

The study by Thảo (2019) examined the influence of trust, leadership, rewards, information technology, and communication with colleagues on knowledge-sharing behavior among employees in commercial banks in Ho Chi Minh City. A survey was conducted using a convenience sample of approximately 340 Ho Chi Minh City bank employees. A total of 29 observation variables were used to assess the overall opinions of all employees in the bank regarding knowledge-sharing behavior. The data were analyzed using reliability analysis (Cronbach's Alpha), exploratory factor analysis (EFA), correlation analysis, and regression analysis.

The results indicated that trust, leadership, rewards, information technology, and communication with colleagues positively impacted knowledge-sharing behavior. Based on the research findings, the bank organization needs to respect and listen to the opinions of its employees and create awareness about knowledge sharing within the organization. The insights from this study provide useful information for bank managers in commercial banks in Ho Chi Minh City to better understand the factors influencing the extent of knowledge sharing among bank employees. Future research could expand with a larger sample size and more complex data analysis techniques and include additional factors that influence knowledge-sharing behavior.

Quỳnh and Hải (2020) argue that employee knowledge-sharing behavior is crucial in enhancing creativity and work productivity. Building upon Burgess's (2005) model, the study examines the factors influencing knowledge-sharing behavior among employees in the financial-banking sector. The research findings reveal six factors (variables) that influence employees' knowledge-sharing behavior, including incentives, knowledge-sharing risks, influence, embarrassment, social benefits, and reciprocity. Analyzing the factors influencing employees' knowledge-sharing behavior contributes practically to managerial efforts in establishing a sustainable corporate culture.

The research conducted by Huynh (2021) aimed to identify the factors influencing knowledge sharing among public servants at the Department of Finance in Khanh Hoa province. The study proposed several solutions and recommendations to enhance knowledge sharing among the employees, thereby promoting stronger connections and interactions among individuals, facilitating the exchange of necessary information, sharing work-related content, and improving the efficiency of the department's operations. Based on previous research on knowledge sharing, this qualitative study aimed to determine the factors affecting knowledge sharing among public servants, establish a research model, and adjust the measurement scale for formal research purposes. The formal study used a quantitative research method with a valid sample size of 152 survey questionnaires. The author utilized SPSS software version 26.0 to test and evaluate the reliability of the measurement scales using Cronbach's alpha coefficient. The research model was examined through exploratory factor analysis (EFA) and multiple regression analysis to analyze the data. The research revealed four factors influencing knowledge sharing among public servants at the Department of Finance in Khanh Hoa province: trust, communication, leadership, and information technology systems. Based on these findings, the research project provided academic contributions and suggested various solutions and recommendations for the leadership of the Department of Finance to effectively manage their operations, and maintain and enhance the knowledge-sharing behavior of the employees. These efforts aim to improve the operational capacity and ensure excellent task completion within the department.

The study by Ngan (2021) employed qualitative and quantitative research methods. The qualitative approach involved group discussions and a pilot survey with 10 employees to refine the interview questionnaire before its finalization. The quantitative method utilized a sample size of 200, meeting the requirements for the principal analyses used in the study (factor analysis, regression analysis). The survey participants were employees of the BIDV bank working in Ho Chi Minh City. The key factors influencing knowledge sharing were measured through six scales (31 observed variables): trust, communication, leadership, rewards, information technology, and training. Knowledge sharing was measured using a seven-scale (the article follows the international decimal writing standard). The factors influencing knowledge sharing among BIDV bank employees in Ho Chi Minh City were determined by surveying employees working within the Bank for Investment and Development (BIDV) system in Ho Chi Minh City. The research findings indicated that six factors affect knowledge sharing among BIDV employees in Ho Chi Minh City, including trust, communication, leadership, rewards, information technology, and training.

Research on knowledge sharing in selected organizations in Vietnam

The study by Luu (2014) focused on transportation companies in Vietnam. The research findings indicated that organizational culture, ethics, and emotional capability influence knowledge sharing, enhancing competitiveness. The study was conducted with a sample size of 401 participants and was analyzed using structural equation modeling (SEM) software to test the hypotheses. The study also revealed that knowledge sharing has a positive impact on the competitive capability of businesses. The research by Dong, Liem, and Grossman (2010) identified factors influencing the intention to share knowledge in the organizational context

of Vietnam. Based on the theory of reasoned action (TRA), a research model was constructed with six factors tested to determine their impact on the intention to share knowledge in the organizational context. The study surveyed 124 employees from six multinational companies in Ho Chi Minh City, Vietnam. Regression analysis showed that the TRA theory is highly applicable in the organizational context in Vietnam, except for intrinsic and extrinsic rewards.

The study by Pham (2015) focused on measuring the relationships among organizational structure, organizational culture, human resource management policies, technology, and the level of knowledge sharing in Vietnamese enterprises. The author conducted multiple regression analysis to examine these relationships using quantitative data collected from 142 Vietnamese businesses. The analysis results revealed that four out of five research hypotheses were accepted. Specifically, organizational culture, human resource management policies, and technology positively impacted the level of knowledge sharing within the enterprises. Additionally, knowledge sharing had a bidirectional relationship with the innovative outcomes of the businesses. The influence of organizational structure on the level of knowledge sharing within the organization was not statistically significant in this study."

The study by Pham Quoc Trung and Phuoc (2015) suggests that knowledge has become a crucial resource for the competitiveness of businesses. For construction consulting companies, a knowledge-intensive field, knowledge sharing is a necessary condition to increase labor productivity and ensure sustainable development. However, encouraging knowledge sharing among employees requires management levels to understand the motivating factors of knowledge sharing and develop appropriate policies. This study is based on the research model by Burgess (2005) and related theories to identify the psychological motivational factors that influence knowledge sharing. A survey was conducted to assess the impact of these factors on knowledge sharing in the construction consulting joint-stock company PECC3. The results show that the factors of Recognition and Rewards, Fear of Loss of Power, Self-Interest Orientation, Emphasis on Team Roles, and Social Interest Orientation impact knowledge sharing. Based on these findings, the study also proposes recommendations to enhance the knowledge-sharing motivation of employees at PECC3.

The study by Nguyen (2015) examines the relationships between factors and perspectives on knowledge sharing, views on knowledge sharing and intentions to share knowledge, intentions to share knowledge and the processes of knowledge transmission and acquisition, and the level of information technology - communication and the methods of knowledge transmission and acquisition. Data were collected from 234 employees in departments such as research and development, technical, etc., of several Vietnamese telecommunications companies to test the hypotheses using the structural equation modeling (SEM) approach. Most of the hypotheses were supported, except for two views regarding the relationship between the factors of rewards - incentives, and perspectives on knowledge sharing, and the level of information technology - communication and the processes of knowledge transmission did not reach statistical significance. The research results provide some suggestions for managers in the telecommunications industry to enhance knowledge sharing.

The study by Pham Quoc Trung and Thang (2017) identified and measured the impact of

several factors influencing the knowledge-sharing intentions of employees in the information technology industry in Vietnam. The study was based on the Theory of Planned Behavior (TPB) and factors related to the organizational environment and information technology and communication to explore their effects on knowledge-sharing intentions. Convenient sampling method was used, and 257 valid samples were collected from the information technology industry in Ho Chi Minh City. The study revealed that the factors influencing knowledge sharing intentions include: connectivity, innovativeness, the relationship between innovation and knowledge-sharing, subjective norms, perception, and behavioral control. Additionally, employees' knowledge sharing intentions were indirectly influenced by complementary relationships, organizational fairness, support from information technology and communication. Based on the research findings, the authors proposed some implications to facilitate knowledge sharing among employees in the information technology industry."

The study by Thanh (2014) aimed to identify the factors influencing knowledge sharing behavior among university lecturers and their colleagues in universities in Ho Chi Minh City. A total of 422 survey questionnaires were collected and the data was processed using SPSS software. The proposed research model consisted of six factors influencing lecturers' knowledge sharing behavior. The results of multiple regression analysis showed five factors influencing knowledge-sharing behavior in descending order of importance: reward system, organizational culture, information technology, trust, and learning orientation. However, it should be noted that this study was limited to six universities in Ho Chi Minh City and convenience sampling was used. The regression model explained 61.1% of the variance in knowledge-sharing behavior. Therefore, the generalizability of the research findings is limited, and the author suggests that future research should be replicated in multiple universities across different provinces and cities in Vietnam.

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The study conducted by Nhung and Loan (2019) aimed to identify the factors of organizational culture that influence knowledge sharing among faculty members at the University of Finance and Marketing. The research employed a mixed-methods approach, combining qualitative and quantitative research methods. The survey data were collected from 215 full-time faculty members of the University, out of over 270 faculty members before the merger with the College of Finance - Customs.

According to the findings, the factors constituting the organizational culture that impact knowledge sharing among faculty members were ranked in descending order of influence: reward system, trust, leadership, and information system. This article provides a scientific basis for enhancing the organizational culture to facilitate knowledge sharing among faculty members at the university during the current period.

The study by Thăng (2019) reveals the factors influencing the knowledge-sharing behavior of faculty members at the University of Technology in Ho Chi Minh City. The research employed both qualitative and quantitative research methods. A survey was conducted among 393 faculty members, of which 371 responses were valid and processed using SPSS 20 software. The results indicated six factors that influence the knowledge sharing of faculty members: enthusiasm, teamwork, colleague communication, support from higher-level management, attachment, reward system, and sharing.

The study conducted by Liên (2020) identified and evaluated the level of influence of various factors on the knowledge-sharing behavior of faculty members at the University of Economics, Hue University. 151 faculty members who were teaching and studying both domestically and internationally participated in the survey. Both qualitative and quantitative research methods were employed in the study. The research results revealed four statistically significant factors that influence the knowledge-sharing behavior of faculty members, with a decreasing level of impact. These factors include supportive tools, trust, colleagues, and leadership. However, the study did not find a statistically significant impact of the reward system on the dependent variable. Multivariate statistical techniques were also employed to ensure the appropriateness and reliability of the model. Finally, the article discusses the research findings and suggests solutions for the university to enhance the knowledge-sharing behavior of faculty members in the future.

The study conducted by Tú and Khai (2021) was based on a survey of 279 faculty members working in public universities in Ho Chi Minh City. The convenience sampling method was used for data collection. Building upon the findings of previous studies, the authors proposed a research model consisting of four factors influencing the knowledge-sharing behavior of faculty members with their colleagues. The research employed the linear structural equation modeling (SEM) method and utilized the SmartSP3.0 software for analysis and model validation. The research results revealed four factors that significantly influence the knowledge-sharing behavior of faculty members. These factors include information technology, the concern of superiors, organizational culture, and the reward system.

The study by Tuấn, Trí, and Nhr (2021) aimed to examine the factors influencing the knowledge-sharing behavior of faculty members at Dong Thap University. To conduct this research, the authors conducted in-depth interviews with seven faculty members working in different departments to refine the measurement scales. Based on the adjusted scales, the authors developed a formal questionnaire, distributed to 272 faculty members from various departments to serve the quantitative research phase. To achieve the research objectives, the authors chose to evaluate the structural equation model using the partial least squares (PLS) approach, assessing both the measurement and structural models with the assistance of

SmartPLS 3.0 software. The research findings revealed four factors that significantly influence the knowledge-sharing behavior of faculty members at Dong Thap University. These factors include trust, the reward system, organizational culture, and information technology, with information technology being the most vital influencing factor on faculty members' knowledge-sharing behavior.

3. Conclusion

The research on knowledge sharing has attracted the attention of many scholars from both foreign countries and Vietnam. The research findings of Vietnamese scholars have identified several key points: knowledge sharing is influenced by various factors, including individual, organizational, and technological factors. Secondly, knowledge sharing involves both the transmission and acquisition of knowledge. Thirdly, the impact of individual elements (such as education level, gender, seniority, work experience, etc.) is considered control variables affecting knowledge sharing. Fourthly, knowledge sharing relates to employees' innovative behavior and contributes to organizational performance.

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