PalArch's Journal of Archaeology of Egypt / Egyptology

MODEL OF PROPENSITY TO SHARE IN ORGANIZATIONAL COMMUNICATION
(case study: MNC' heavy equipment industry in Jababeka Industrial Estate)

B.M.A.S. Anaconda Bangkara

President University, Indonesia

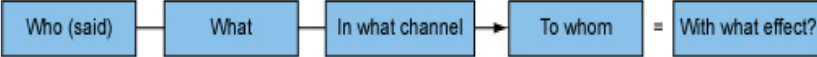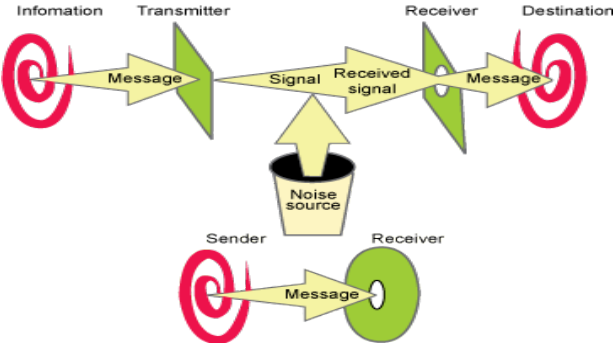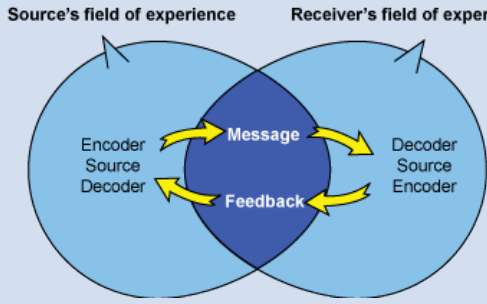Corresponding Author: anaconda@president.ac.id

ABSTRACT:

This research is intended to obtain patterns or models of organizational communication in relation to 'knowledge share'. This research was conducted at a MNC manufacturing company in the Jababeka area, Cikarang, Bekasi, West Java Province, Indonesia. This research applies inductive research, case study, participant observation, to 12 informants, from the year of 2014 to 2017, then reconfirmed in 2019 and early 2020 before the covid-19 pandemic. The analysis tools used are Word Counts, Constant Comparison Analysis, Classical Content Analysis, Domain Analysis, and Taxonomic Analysis., With the help of NVivo 10 software. The results of this study indicate that employees prefer a familiar and informal atmosphere and prefer to communicate verbally in order to do 'knowledge share'.

INTRODUCTION

It is believed that organizational communication is one of the most important factors (Rajhans, 2018), especially for companies to be able to compete in international markets. The ability to generate company profits often depends on the business communication strategy. Conversely, management in international companies sometimes does not pay attention to the importance of handling communication barriers caused by cultural differences (Castillo, 2018). Thus, handling this communication problem becomes an important and strategic step. One common step is to implement a communication model, as appropriate for the organization.

The communication model known since 1948 was pioneered by Lasswell. Then followed by the communication model developed by Shannon and Weaver in 1949. These models are typical models called transmission communication models. This model will show source, message, channel and receiver as basic parts of communication. After this, there are several communication models as follows.

Table 1. Communication Models

Model	Comments
Lasswell (1948)	• Useful but considered too simple • The assumption is that the communicator will persuade the recipient, therefore communication is seen as a persuasive process • There is also the assumption that messages will always have an effect • No feedback Who (said) — What — In what channel → To whom = With what effect? • Braddock (1958) modified this by embracing purpose and effect
Shannon and Weaver (1949)	• Is considered a very influential and most important model • Communication is described as a linear and one-way process • Osgood and Schramm developed it into a more circular model, and sometimes this model is called an interactional model • Shannon and Weaver make a distinction between source and transmitter, receiver and destination
Schramm (1959) and Wood (2009)	• A more interactive model, which demonstrates the receiver or listener providing feedback to the sender or speaker. • Feedback is given both, verbally as well as non-verbally • Shows that the source and recipient communicate better if they have common areas of experience, or areas that overlap
Barnlund (2008)	• This is called the transactional communication model • More accurately reflects real-world communication • People communicate simultaneously as sender and receiver • People come into communication interactions with their own field of
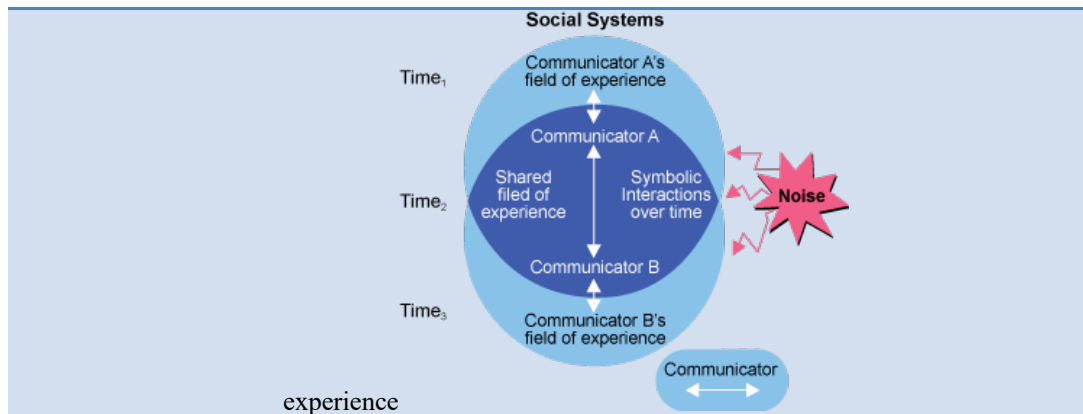
Source: Wood, J.T. (2009), Slukova (2007)

Table 1 above, shows some examples of communication models that show the relationship among variables. In line with this particular research topic, which carries out cross-cultural issues and also knowledge share. there are also examples of models as can be seen in the following diagram.

First, a study entitled 'Factors Influence Information and Knowledge Sharing in Organizations', in 2002 by Jen-Ruei Fu and C.K. Farn. This research is intended to explore cultural and interpersonal factors that may influence a person's tendency to share. This study concludes that organizational culture contributes to individual trust in organizational trust and psychological safety. The higher a person's level of organizational trust and psychological safety, the higher the tendency for individuals to share. Diagrammatically, this model can be seen as follows.
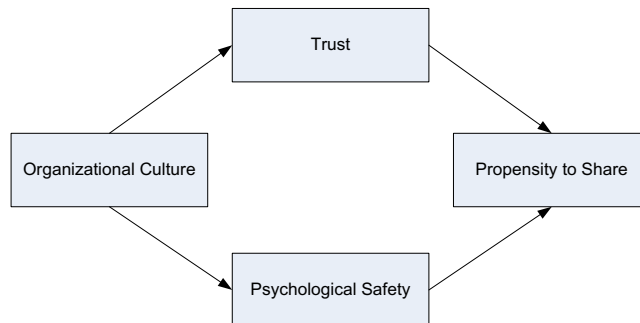
Figure 1. Conceptual Model of Fu's Research
Source: Fu (2002)

Second, the research entitled 'A Conceptual Model of Cultural Distance, MNC Subsidiary Roles, and Knowledge Transfer in China Based Subsidiaries' by Cindy Qin, Prem Ramburuth and Yue Wang, in 2011. This research is intended to propose a conceptual model in understanding the interaction between cultural distance and the strategic context of subsidiaries in the knowledge sharing process in Multi National Company (MNC). The conceptual model proposed can be seen as follows.

Figure 2. Conceptual Model of Qin's Research
Source: Qin (2011)

The examples above show the application of a model in describing a model of communication or a cross-cultural knowledge sharing model, which is in line with the aim of this study, namely a communication model but in the Indonesian context.
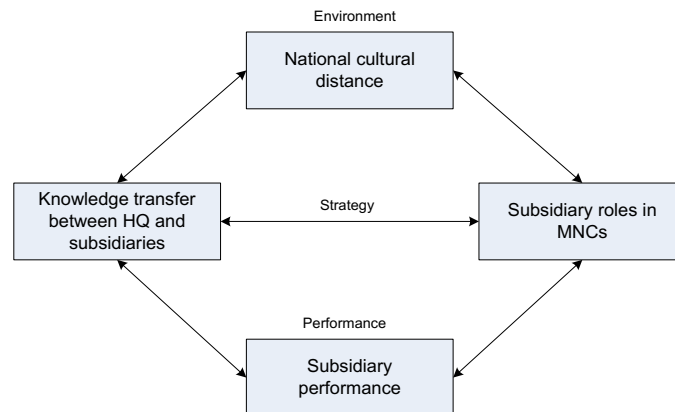
As stated by Wulandari (2014), communication problems still often occur, especially in foreign companies in Indonesia, especially among foreign leaders and workers from Indonesia. For this reason, this study aims to try to build a communication model, especially those related to propensity to share, with the expectation that it can contribute to overcoming communication problems in MNCs in Indonesia, in general, and in the Jababeka industrial area, in particular.

LITERATURE REVIEW

In a paper written by Noor (2011), Davenport (1998) states that knowledge sharing is one of the processes in Knowledge Management (KM). On the other hand, Park (2003), Mohajan (2019) stated that KS is a transfer process. knowledge, from one person to another in an organization. This transfer process can occur between individuals, from individuals to groups, within groups, between groups, sections or departments to help each other complete different tasks and functions in the organization (Hassan, 2017). Of course, this transfer process can occur with or without an Information Technology support system. Therefore, KS can be considered as a foundation for generating new ideas and developing new business opportunities through the socialization and learning process of knowledge workers.

With the aim of completing the material discussed in the previous section, here are some studies on the topic of knowledge management or knowledge share as follows.

Elizabeth F. Cabrera and Angel Cabrera, in 2005 have conducted a research entitled Fostering Knowledge Sharing Through People Management Practices. Basically, the aim of this study is to identify a person's management practices within the organization that will most contribute to encouraging knowledge sharing. The approach in this research is theoretical analysis, and starts from socio-psychological aspects, including: trust, group identification, perceived costs, perceived rewards, self-efficacy, and mutual expectations.

Then, Gh. Pezeskhi Rad, N. Alizadeh, N. Zamani Miandashti and H. Shabanali Fami in 2011 conducted a research entitled Factors Influencing Knowledge Sharing among Agricultural Extension Personnel and Educational Organizations at the Iranian Ministry of Jihad-e Agriculture. The purpose of this study was to determine the factors affecting knowledge sharing among Agricultural Extension and Educational Organization personnel at the Iranian Ministry of Jihad-e Agriculture, involving 110 (one hundred and ten) respondents who were randomly selected from the ministry. Stepwise regression analysis was used in this study. The results showed that social trust, relational social capital, and attitudes towards knowledge sharing were highly correlated with the knowledge sharing process.

Then, Daranee Pimchangthong and Supaporn Tinprapa, in 2012 conducted a study entitled Factors Influencing Knowledge Management Process Model: a Case Study of Manufacturing Industry in Thailand. The purpose of this study is to determine the factors affecting the knowledge management process in the manufacturing industry and to develop a model to support the knowledge management process. The factors studied were technology infrastructure, human resources, knowledge sharing and organizational culture. Data were collected through a questionnaire and analyzed by multiple linear regression and multiple correlation. The results show that technology infrastructure, human resources, knowledge sharing and organizational culture influence the discovery and capture process. However, knowledge sharing has no effect on 2 (two) knowledge management processes, namely sharing and applications. It can be concluded that there are still obstacles for employees to share knowledge and they are trying to save this knowledge in tacit form.

Then Cindy Qin, et al, in 2011 conducted a study entitled Conceptual Model of Cultural Distance, the Role of MNC Subsidiaries, and Knowledge Transfer in Chinese-Based Subsidiaries. This is a conceptual paper, and seeks to review the literature on international strategic management, examining the trilateral interactive relationship between national cultures, the strategic context of subsidiaries and the transfer of knowledge between Chinese-based subsidiaries and their headquarters.

Li, Wei, at the year of 2010, has had a study entitled Virtual Knowledge Sharing in a Cross-cultural Context. One of the strength of this is the method that being used, qualitative with 41 in depth interview from MNC (China-USA), but the knowledge share was being done virtually, and one of the interesting result was Chinese participants contribute less than their US peers,

and this will alert to this research, because this research will involve MNCs that are coming from developed countries, so that the tendencies of the result of Li Wei research may also occur in this particular research.

Rahman (2017) in his paper entitled Knowledge Sharing as the Basis of Learning Innovation Pattern in Small and Medium Scale Enterprise (SME), states that knowledge sharing will have an impact in the form of an even distribution of information between fellow individuals within the SME. This study determines that SME is the object of research. Employees and SME owners share information with each other, knowledge and experience equally to each other. This existence gradually creates a favorable environment and the learning process can be carried out well. Process the learning carried out directly facilitates the planned innovation process and carried out by SME.

RESEARCH METHODOLOGY

Rooted in research objectives, this research methodology tends to be inductive in nature. The inductive approach, also known in inductive reasoning, starts with a series of observations and then patterns and / or theories are put forward towards the end of the research process as observations. In other words, the inductive direction will begin with empirically observing the real world and then reflecting on what happened (Neuman, 2006). This approach aspires to create meaning from data collected from the field, with the intention of identifying patterns and relationships to develop a theory or at least a pattern.

However, the inductive approach does not prevent researchers from utilizing existing theories to formulate research questions to be studied. Inductive reasoning is rooted in learning from understanding and experience. Therefore, in line with these 'experience' efforts, participant observation research techniques will be selected as research techniques that are considered to be in line with it. Inductive reasoning also begins with detailed observations of reality on the ground (Dudovskiy, 2016).

Therefore, the research method that will be chosen for this research is a case study. The case study research method is a qualitative research approach, where the researcher investigates a bounded system (case) or several boundary systems (cases) in the completeness of time in a detailed, in-depth data collection process, and involves various sources of information. (Creswell, 2007).

On the other hand, participant observation occurs as a qualitative research sequence that begins with the selection of entities by the researcher in a social setting. The researcher continues the research steps by asking questions, collecting data, making recordings (audio, visual, audiovisual if possible), analyzing data and compiling manuscripts (Spradley, 1980; Al-Kumaim et al., 2021). Researchers need to be involved as participants in certain social settings as a participant observation process, with the following research protocol.

Table 2. Research Protocol

Variable	Factor	Code	Central Question	Reference
Propensity to share	product involvement	P 1	Is the discussion is often about the product developmet and why?	Andriessen (2006), Fu and Farn (2002)
	self involvement	P 2	Is the discussion is often about person and why?	Fu and Farn (2002), Keyes (2008), Boer (2011)
	message involvement	P 3	Is the discussion is often about the message and why?	Keyes (2008), Andriessen (2006)
	concern of others	P 4	Is the conversation occur because concern about others and why?	Boer (2011), Keyes (2008)
	dissonance reduction	P 5	Is the conversation occur to reduce dissonanceand how?	Andriessen (2006)
	altruism	P 6	Is the conversation occur because people wants to help and why?	Boer (2011), Fu and Farn (2002)
	helping the company	P 7	Is the conversation occur because concern about the companyand why?	Andriessen (2006), Boer (2011)
	anxiety reduction	P 8	Is the conversation occur in order to reduce anxietyand how?	Andriessen (2006), Keyes (2008)
	advice seeking	P 9	Is the conversation occur for having advice and how?	Boer (2011), Keyes (2008)
	social benefit	P 10	Is the conversation occur to have social benefit and how?	Andriessen (2006), Fu and Farn (2002), Boer (2011)
	economic incentive	P 11	Is the conversation occur to have benefit economicallyand why?	Andriessen (2006), Keyes (2008)

Source: Researcher from References

With reference to research aims, especially for minimizing biases, all interviews were conducted in Indonesian language. Qualitative analysis tools were applied, such as Word Counts, Constant Comparison Analysis, Classical Content Analysis, Domain Analysis, and Taxonomic Analysis, with the application of Nvivo 10. Observations and interviews were carried out on 12 (twelve) informants who had been selected by the researcher. Observations and interviews were conducted from 2014 to 2017, and reconfirmed in 2019 and early 2020, before the pandemic occurred in Indonesia.
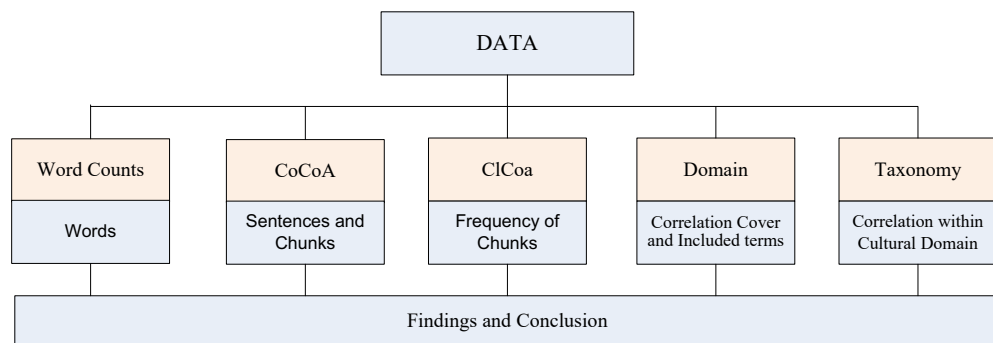

Figure 3. Research Analysis Step
Source: References

RESULT & DISCUSSION
Word Counts for Propensity to Share

Examples of the data obtained from the in-depth interview with the topic of Propensity to Share, in accordance to the research protocol that has been prepared, with the help of Nvivo software, can be seen as follows:

- Rasanya iya, saya tidak tahu persis di departemen-departemen lain, tapi di departemen saya dan departemen yang sering bekerjasama dengan departemen saya rasanya tidak sulit mengenali karyawan yang kompeten di masing-masing departemen. Hal ini juga ditunjang adanya beberapa karyawan yang sudah berkecimpung di dunia ini lebih dari 10 tahun
- Ya, secara umum kami akan saling bantu, memang ada beberapa orang yang sepertinya enggan membantu teman, tetapi secara umum kami saling membantu, termasuk pimpinan asing,
- Ya, ini jelas karena sudah ada berbagai prosedur kerja yang harus ditaati karyawan, Dan juga merupakan komitmen dalam menjamin kualitas sehingga harus hati-hati dalam setiap pekerjaan agar bisa menghasilkan produk yang berkualitas dan terutama dalam menjaga keselamatan kerja.

Furthermore, word counts that were obtained from the available data can be seen at the following table:

Table 3. Word Counts for Propensity to Share

Clues in this group indicated a willingness to help each other

From the existing clues, there is a tendency that 'to share', will correlate with the 'kerja', 'departemen' and 'ilmu'. It can be concluded that the communication in this group will relate to the work, and in this case is producing

Word	Length	Count	Weighted Percentage (%)
yang	4	37	2,70
kami	4	30	2,19
kita	4	29	2,12
tidak	5	28	2,04
juga	4	24	1,75
kalau	5	19	1,39
saling	6	19	1,39
sering	6	18	1,31
membantu	8	17	1,24
rasanya	7	16	1,17
teman	5	16	1,17
saya	4	15	1,09
kerja	5	14	1,02
untuk	5	14	1,02
departemen	10	13	0,95
orang	5	13	0,95
bisa	4	12	0,88
tapi	4	12	0,88
bantu	5	11	0,80
karena	6	11	0,80
harus	5	10	0,73
ilmu	4	10	0,73
lain	4	10	0,73

langsung	8	10	0,73
tempat	6	10	0,73
beberapa	8	9	0,66
jika	4	9	0,66
secara	6	9	0,66
umum	4	9	0,66
memang	6	8	0,58
asing	5	7	0,51
atau	4	7	0,51
dalam	5	7	0,51
jadi	4	7	0,51
mereka	6	7	0,51
ngobrol	7	7	0,51
pelit	5	7	0,51
akan	4	6	0,44
atasan	6	6	0,44
bahasa	6	6	0,44
briefing	8	6	0,44
diskusi	7	6	0,44
jelas	5	6	0,44
kesulitan	9	6	0,44
mengajari	9	6	0,44
semua	5	6	0,44
senior	6	6	0,44
sepertinya	10	6	0,44
susah	5	6	0,44
tahu	4	6	0,44
tetapi	6	6	0,44
banyak	6	5	0,36
biasanya	8	5	0,36
diperlukan	10	5	0,36
karyawan	8	5	0,36
kita2	5	5	0,36
lebih	5	5	0,36
nyaman	6	5	0,36

From the existing clues, there is a tendency that 'to share', will associate with the exchange of information, involving all parties, include leaders and employees. It can be concluded that these clues lead to 'message involvement'

Source: Research Result

Furthermore, after the word count stage was carried out, word cloud analysis was carried out, which resulted in the following:
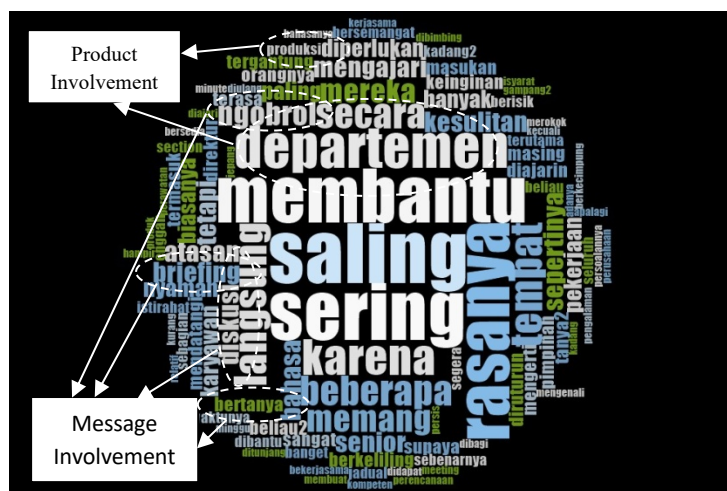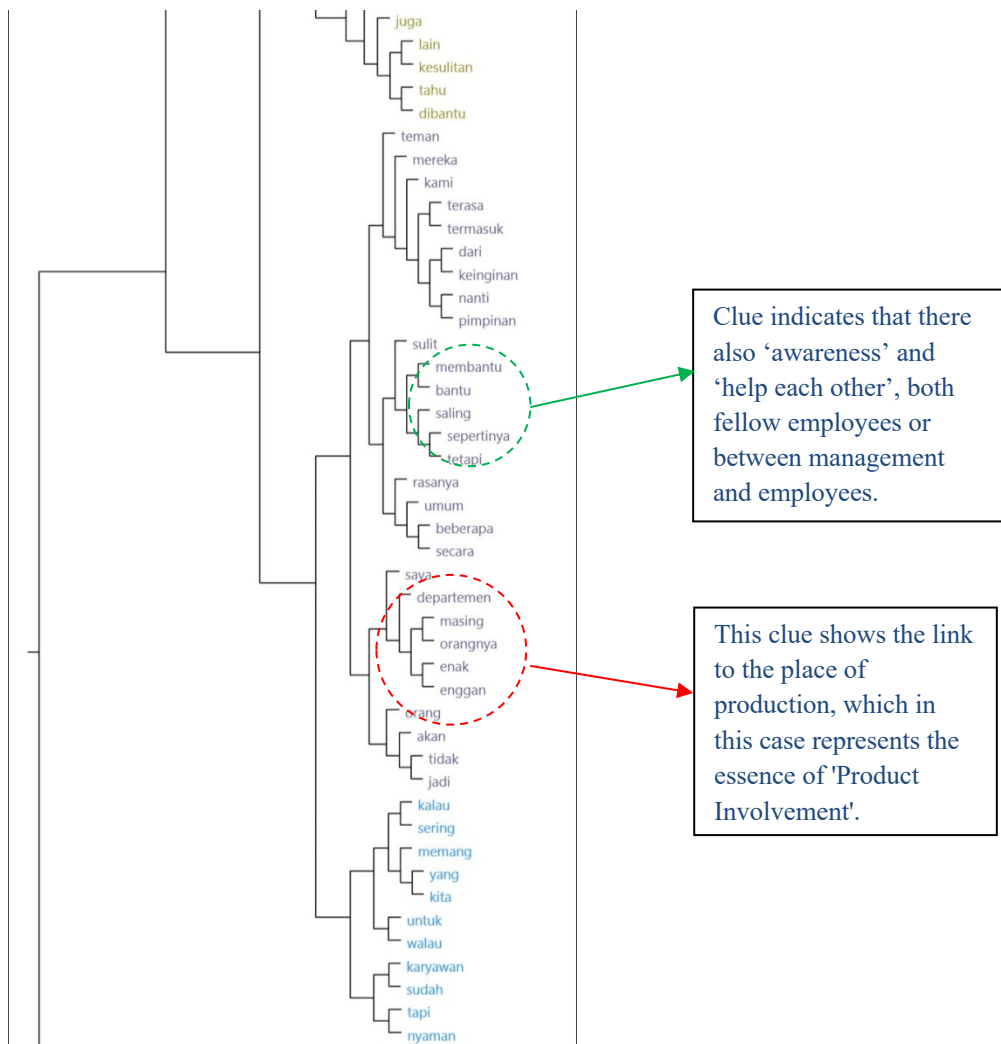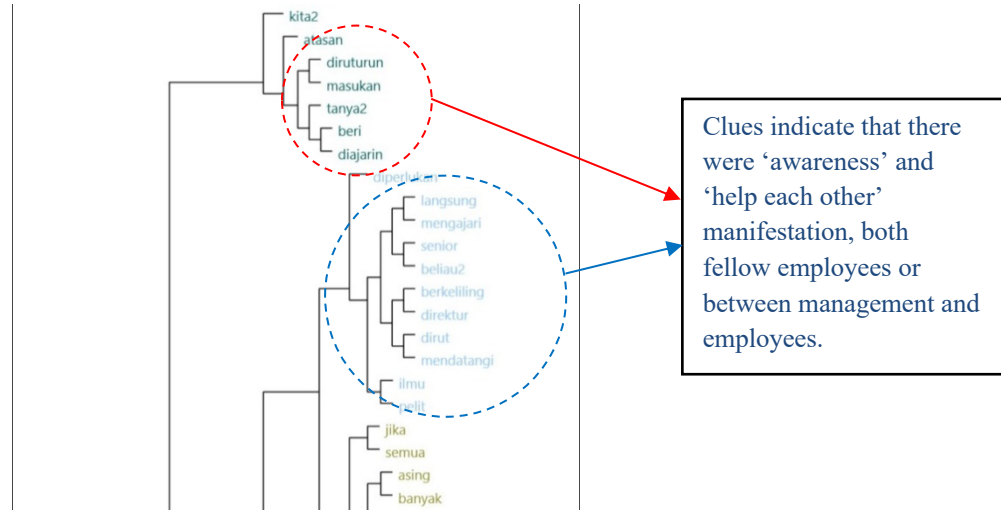

Figure 4. Word Cloud of Propensity to Share with minimum 6 characters
Source: Research Result

Next step will involve the Cluster Analysis, and and generate a diagram as can be seen in the section below.
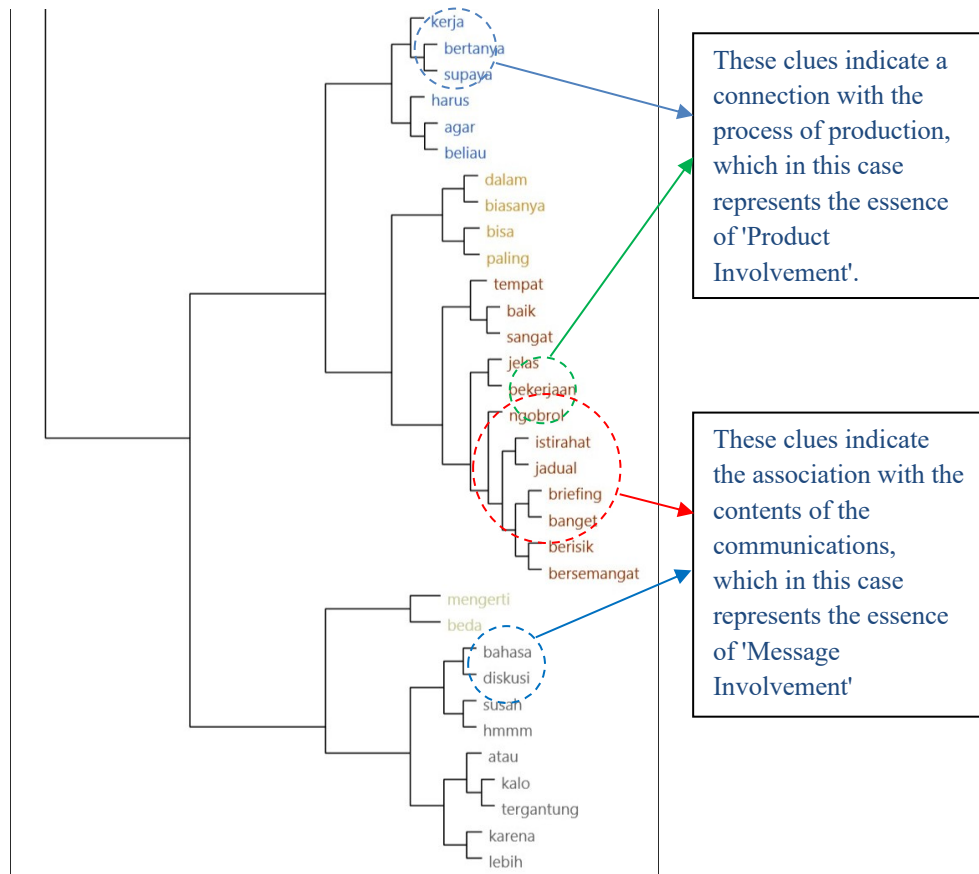
Figure 5. Cluster Analysis for Propensity to Share
Source: Research Result

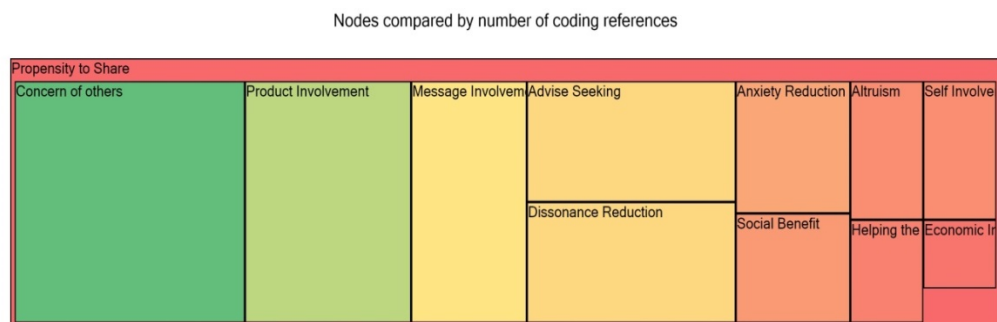Afterward, it will also be compared with the treemap for this particular variable, as follows.

Figure 6. Treemap of Propensity to Share
Source: Research Result

As can be seen from the figure above, treemap also exhibits the same thing with Word Counts and Word Cloud.

Constant Comparison Analysis (CoCoA) for Propensity to Share

As is commonly done at the CoCoA analysis stage, the CoCoA analysis is also carried out for this Propensity to Share variable, and the results can be seen in the following table.

Table 4. Emergent Codes From CoCoA in Propensity to Share

Chunks	Code for each chunk
secara umum kami akan saling bantu	kami akan saling membantu
secara umum kami akan saling bantu, memang ada beberapa orang yang sepertinya enggan membantu teman, tetapi secara umum kami saling membantu, termasuk pimpinan asing	saling membantu termasuk pimpinan asing
iya lah pak, kan dulu saya juga diajari senior, kalau kita punya pengalaman, ya dibagi aja, buat apa disimpen2	mengajari karena dulu juga diajari senior
tapi rasanya temen2 suka sih diskusi	suka berdiskusi
dengan diskusi yg jadi persoalan jadi cepat ada jalan keluar	diskusi mempercepat mendapatkan solusi
biasanya di tempat merokok itu pada ngobrol seru pak	di tempat merokok biasanya terjadi obrolan yang seru
karena sudah ada berbagai prosedur kerja yang harus ditaati karyawan	prosedur kerja yang harus ditaati
komitmen dalam menjamin kualitas sehingga harus hati-hati dalam setiap pekerjaan agar bisa menghasilkan produk yang berkualitas	komitmen untuk menghasilkan produk yang berkualitas
jadual kerja kita padat pak, paling ya ngobrol pas istirahat	Jadual kerja padat, sehingga sulit mencari waktu untuk mengobrol
supaya pekerjaan kita bener, kan harus sering bertanya kalau tidak jelas, biar kerjaan tidak diulang	Bila ada ketidakjelasan harus segera ditanyakan
buat kita2 di produksi, harus kreatif pak, memang dibimbing juga oleh atasan, untuk perawatan mesin, membuat perencanaan produksi	karyawan di bagian produksi harus kreatif, dibimbing untuk perawatan mesin dan perencanaan produksi
kalo perlu ya kita liat catatan, atau tanya langsung pada teman, kalau ttg target2 kerja, kan kita sdh dijelaskan pak, dan ada ditempel	Membuat catatan, bertanya kepada rekan kerja dan menempel catatan penting di papan pengumuman merupakan alat bantu yang selama ini sudah dilakukan

Hasil diskusi biasanya ditulis di lembaran minute meeting	Hasil diskusi biasanya tercatat, seperti di minute meeting

Source: Research Result

Classical Content Analysis (ClCoA) for Propensity to Share

While the results of Classical Content Analysis for Propensity to Share, with the data obtained, the results are as follows.

Table 5. Result From a ClCoA in Propensity to Share

Code for each chunk	Number
kami akan saling membantu	16
saling membantu termsuk pimpinan asing	11
mengajari karena dulu juga diajari senior	14
suka berdiskusi	8
diskusi mempercepat mendapatkan solusi	9
di tempat merokok biasanya terjadi obrolan yang seru	21
prosedur kerja yang harus ditaati	16
komitmen untuk menghasilkan produk yang berkualitas	11
Jadual kerja padat, sehingga sulit mencari waktu untuk mengobrol	4
Bila ada ketidakjelasan harus segera ditanyakan	9
karyawan di bagian produksi harus kreatif, dibimbing untuk perawatan mesin dan perencanaan produksi	11
Membuat catatan, bertanya kepada rekan kerja dan menempel catatan penting di papan pengumuman merupakan alat bantu yang selama ini sudah dilakukan	11
Hasil diskusi biasanya tercatat, seperti di minute meeting	9

Source: Research Result

As previously discussed, from the analysis of word counts, treemap and the word cloud, it has been known that the words most frequently used by the informants when answering questions generate 2 (two) manifest variable: (1) Product Involvement and (2) Message Involvement.

As can be seen from the table above, the two of the manifest variables have emerged moderately significant (figure by the red color represents the 'product involvement' while the figure by the blue color represents the 'message involvement'). It can be also understood that between these two manifest variables overlapping may occur, for example, the content of the message involvement associated with production.

Nevertheless, in this particular research, there was an assessment of the inclination of informants message, in order to avoid the emerge of bias in the message calculation and its groupings. From the table above, it appears that the 'Product Involvement' occur more frequent than 'Message Involvement'.

Domain Analysis for Propensity to Share

Considering the process of analysis that has been done earlier, the result of Domain Analysis for the Propensity to Share variable is as follows.
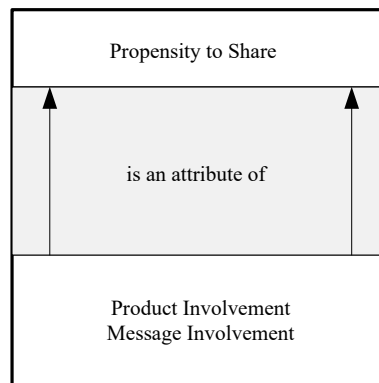

Figure 7. Result of Domain Analysis for Propensity to Share
Source: Research Result

Taxonomic Analysis for Propensity to Share

In order to continue the process of analysis, in this case is Taxonomic Analysis, there was an in-depth review for each manifest variables, as follows.

Table 7. Part of Word Counts of Product Involvement in Propensity to Share

Word	Length	Count	Weighted Percentage (%)
kerja	5	10	3,26
yang	4	7	2,28
ngobrol	7	7	2,28
harus	5	6	1,95
kita	4	6	1,95
briefing	8	6	1,95
tidak	5	5	1,63
bisa	4	4	1,30
jelas	5	4	1,30
kalau	5	4	1,30
tempat	6	4	1,30

Source: Research Result

From the table above, it can be seen that the word 'ngobrol' can be interpreted as a way to share informally, while the word 'briefing' can be interpreted as a way to share formally.

Subsequently, the same steps applied in Involvement Message manifest variables, and the result can be seen as follows.

Table 8. Part of Word Counts of Message Involvement in Propensity to Share

Word	Length	Count	Weighted Percentage (%)
tidak	5	6	3,33
harus	5	4	2,22
karena	6	4	2,22
kita	4	4	2,22
bahasa	6	3	1,67
diskusi	7	3	1,67
kalau	5	3	1,67
kerja	5	3	1,67
mengerti	8	3	1,67
orang	5	3	1,67
saya	4	3	1,67
yang	4	3	1,67
agak	4	2	1,11
atau	4	2	1,11
bahassanya	9	2	1,11
baru	4	2	1,11
beda	4	2	1,11
bisa	4	2	1,11
gampang2	8	2	1,11
jepang	6	2	1,11
kecuali	7	2	1,11
lebih	5	2	1,11
meeting	7	2	1,11
minute	6	2	1,11
perlu	5	2	1,11
rasanya	7	2	1,11

Source: Research Result

The table above displays that there are 2 (two) ways in connection with effort to share through 'Message Involvement', those are (1) 'Oral', and (2) Written.

Consequently, from the above explanation, it can be concluded that the result of Taxonomy Analysis, which will be referred to as the outcome model of this research. in the form of 'lines and nodes', which in this case also shows order:
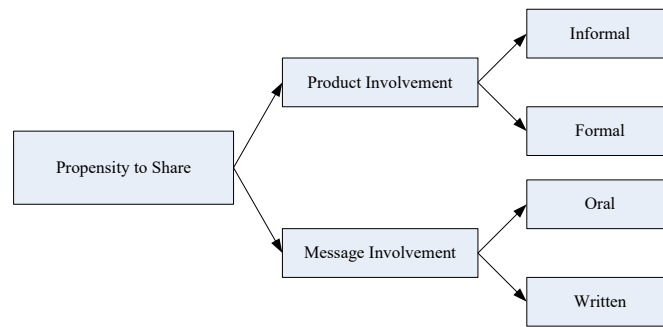
Figure 8. Model of Propensity to Share as a result of Result of Taxonomy Analysis
Source: Research Result

CONCLUSION AND IMPLICATION

As can be seen in the previous description, through analysis tools Word Counts, Constant Comparison Analysis, Classical Content Analysis, Domain Analysis, and Taxonomic Analysis, observation data and researcher interviews are processed, and produce a propensity to share model as can be seen in table 8 above. This model also shows that workers still prioritize 'product involvement' in the effort to share knowledge. This shows a very good thing, and reflects the priorities of employees who still prioritize production activities.

However, this study also resulted in the employee's preference for sharing knowledge related to work or work through informal means, marked by informal communication which is at the top of formal communication in the Propensity to Share model above. This seems to be in accordance with the common communication pattern in Indonesia, namely the High Context Communication Style. This style of communication is characterized by, among other things, the presence of an opening sentence and / or story, before conveying the actual message (commonly referred to as courtesy or chit chat), conveying something indirectly, which is considered a more polite way, and trying to find the appropriate momentum when conveying it, especially if someone wants to say something serious. Besides, the bottom part of the above model, which relates to 'message involvement', shows that employees prefer to communicate verbally rather than in writing.

From the above description, it can be seen that efforts to produce an atmosphere that is not stressful, an friendly atmosphere, an informal atmosphere, will increase the desire of employees to share knowledge. Thus, the need for creative and initiative leaders who are able to build a friendly atmosphere like this is a very vital organizational need, especially for international business organizations that are or will operate in countries that have high context communication characteristics, such as Indonesia.

REFERENCES

Akerkar, Rajendra and Sajja, Priti. (2010). Knowledge-Based Systems. Jones and Batlett publisher. LLC.

Andriessen, Erik, J.H. (2006). To Share or not To Share, That Is the Question. Conditions for the Willingness to Share Knowledge. Delft Innovation System Papers.

Abbas, M., Muhammad, S., Shabbir, M. S., Nimer, Q., Mir, Bibi, A., & Siddiqi, A. (2020). Ciencias Sociales y Arte Año 10 N° 28 Septiembre -Diciembre 2019 Tercera Época Maracaibo-Venezuela Ecological Consequences of Climate Change on Pioneer Business. REVISTA DE LA UNIVERSIDAD DEL ZULIA.

Abbasi, S. G., Shabbir, M. S., Abbas, M., & Tahir, M. S. (2020). HPWS and knowledge sharing behavior: The role of psychological empowerment and organizational identification in public sector banks. Journal of Public Affairs. https://doi.org/10.1002/pa.2512

Abbasi, S. G., Tahir, M. S., Abbas, M., & Shabbir, M. S. (2020). Examining the relationship between recruitment & selection practices and business growth: An exploratory study. Journal of Public Affairs. https://doi.org/10.1002/pa.2438

Ahmad, J., Ahmad, D., Abbas, m., Ashraf, M., & Shabbir, M. S. (2018). Effect of Debt Overhang on the Development of Heavily Indebted Poor Countries: Debt Laffer Curve Analysis. Revista Publicando, 357-379.

Al-Kumaim, N. H., Hassan, S. H., Shabbir, M. S., Almazroi, A. A., & Abu Al-Rejal, H. M. (2021). Exploring the Inescapable Suffering Among Postgraduate Researchers: Information Overload Perceptions and Implications for Future Research. International Journal of Information and Communication Technology Education, 17(1), 19-41. https://doi.org/10.4018/ijicte.2021010102

Arshad, M. A., Shabbir, M. S., Mahmood, A., Khan, S., & Sulaiman, M. A. (2020). An exploration of IQ, EQ, spiritual quotient (SQ) elements in the human reengineering program (HRP) practices: A study on the drug rehabilitation Centre in Malaysia. Journal of Human Sport and Exercise - 2020 - Winter Conferences of Sports Science. https://doi.org/10.14198/jhse.2020.15.proc2.32

Ashraf, M., Ahmad, J., Sharif, W., Raza, A. A., Shabbir, M. S., Abbas, M., & Thurasamy, R. (2020). The role of continuous trust in usage of online product recommendations. Online Information Review, 44(4), 745-766. https://doi.org/10.1108/oir-05-2018-0156

Balakrishnan, P., Shabbir, M. S., & Siddiqi, A. (2019). Current status and future prospects of renewable energy: A case study. Energy Sources Part A Recovery Utilization and Environmental Effects, 42, 1-6. https://doi.org/10.1080/15567036.2019.1618983

Boer, Niels-Ingvar., Berends, Hans., Van Baalen, Peter J. (2011). Relational Models for Knowledge Sharing Behavior. European Management Journal.

Cabrera, Elizabeth., Cabrera, Angel. (2005). Fostering Knowledge Sharing through Management Practices. The International Journal of Human Resources Management.

Castillo, Alicia, et.al. (2018). Linking Social-ecological Knowledge with Rural Communities in Mexico: Lessons and Challenges toward Sustainability. Ecosphere.

Chen, Sue Jen et.al., (2006), Cross-cultural Collaborative Outline Learning: When the West meets the East. International Journal of Technology in Teaching and Learning.

Creswell, John W. (2007). An Introduction to Mixed Methods Research. SSP, University of Nebraska-Lincoln.

Dudovskiy, J. (2016). The Ultimate Guide to Writing a Dissertation in Business Studies: A Step-by-Step Assistance, eBook Journal of Mixed Methods Research 4.

Fu, Jen-Ruei., Farn, Cheng-Kiang. (2002). Factors Influence Information and Knowledge Sharing in Organization. ICEB Proceedings.

Geertz, Clifford. (1973). The Interpretation of Cultures. New York: Free press.

Grant, Tim, et.al., (2007), C2 Systems and Information Sharing in Cross-cultural Context, Netherland Defense Academy

Hassan, Noor Alia Hanim Mohamad, Noor, Muhd Nazri Muhamad, Hussin, Norhayati. (2017). Knowledge Transfer Practice in Organization. International Journal of Academic Research in Business and Social Sciences, vol. 7, no. 8.

Hendriks, Paul H.J., Assessing the Role of Culture in Knowledge Sharing, Nijmegen School of Management, University of Nijmegen

Hinds, Pamela, et.al,. (2010), Understanding Information Sharing from a Cross-cultural Perspective, CHI, Atlanta, Georgia, USA.

Holsapple Clyde W. (2004). Handbook on Knowledge Management: Knowledge matters. Springer Heidelberg Dordrech New York.

Jin, Cai, (2009), The Role of Cross-cultural Training Program in Interpersonal Communication between Finnish and Chinese Partner, case: Kone Corporation, Helsinki School of Economics.

Keyes, Jessica. (2008), Identifying the Barriers to Knowledge Sharing in Knowledge Intensive Organizations, New art technologies, inc.

Li, Wei. (2010). Virtual Knowledge Sharing in a Cross-cultural Context. Journal of Knowledge Management, vol. 14, issue 1.

Mohajan, Haradhan. (2019). Knowledge Sharing among Employees in Organizations. Premier University, Chittagong, Bangladesh.

Neuman, W. Lawrence. (2006). Social Research Methods: Qualitative and Quantitative Approaches 6th ed. Pearson, Boston.

Peterson, Brooks. (2004). Cultural Intelligence: A Guide to Working with People from Other Cultures. Intercultural Press.

Pimchangthong, Daranee., Tinprapa, Supaporn. (2012). Factors Influencing Knowledge Management Model: A Case Study of Manufacturing Industry in Thailand. International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering.

Qin, Cindy., Ramburuth, Prem., Wang, Yue. (2011). A Conceptual Model of Cultural Distance, MNC Subsidiary Roles, Transfer in China-based Subsidiaries. Faculty of Economics, Vilnius University, vol. 2(2).

Rad, Pezeshk Gh., Alizadeh N., Miandashti, Zamani., Fami, H Shabanali. (2011). Factors Influencing Knowledge Sharing among Personnel of

Agricultural Extension and Education Organization in Iranian Ministry of Jihad-e Agriculture. Journal of Agricultural Science and Technology, vol 13, issue 4.

Rahman, Hafiz. (2017). Knowledge Sharing as the Basis of Learning in Innovation Pattern in Small and Medium Scale Enterprise/SME. DeReMa Jurnal Manajemen vol. 12, no. 2.

Rajhans, Kirty. (2018). Effective Communication Management: A Key to Stakeholder Relationship Management in Project-based Organization, The IUP Journal of Softskills, vol. XII, no. 4.

Sekaran, Uma. (2010). Research Method for Business: A skill Building Approach 5th ed.. Pearson: Boston.

Sheridan, Eileen. (2005). Intercultural leadership competencies for u.s. Business Leaders In The New Millennium. University of Phoenix.

Slukova, Petra Zia. (2007). Communication of Information. Charles University in Prague, Institute of Information Studies and Librarianship. Modul no. 5

Spradley, James P. (1980). Participant Observation. Wadsworth, Thomson Learning.

Wood, J.T. (2009). Communication in Our Lives fifth edition. University of North Caroline in Chapel Hill

Wulandari, Respati. (2014). Effective Interpersonal Communication for Foreign Managers to Indonesian Co-workers. Binus Business Review vol.5 no.1.