

# Research on the Impact of Organizational Knowledge Sharing on Innovation Team Performance

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**Abstract:** This paper briefly expounds the knowledge sharing and its influencing factors, discusses the specific performance of organizational knowledge sharing on team performance from positive impact and negative impact, and proposes specific strategies to promote organizational knowledge sharing and improve the performance of innovative teams. It also analyzes the issues related to the impact of organizational knowledge sharing on team performance, and provide useful reference for promoting the improvement of the innovation team performance and the construction & development of the team.

## 1. Introduction

Organizational knowledge spreads within the team and achieves a high degree of sharing among team members, which can motivate the team to be proactive and produce better innovation performance. At the same time, the initiative of the team accelerates the diffusion and sharing of organizational knowledge in the team. Thereby enhancing the cohesiveness and togetherness among team members and improving the innovation performance of the entrepreneurial team.

## 2. Knowledge Sharing and Analysis of Its Influencing Factors

Organizational knowledge sharing refers to the sharing of explicit and implicit knowledge among employees, teams within an organization and among organizations through various means of sharing, which can be shared by other members of the organization and transformed into the intellectual wealth of the organization. One of the important purposes of knowledge sharing is to increase the amount of knowledge of the organization, reduce the cost of acquiring knowledge, and enhance the organization's knowledge application and creativity. It can be seen as a series of interactive activities with knowledge as the core. Organizational knowledge sharing has a scientific mechanism in which many factors influence the outcome of knowledge sharing.

The benefits of organizing knowledge sharing for the team are very obvious. Achieving the sharing of organizational knowledge helps optimize team learning and helps to improve team performance. Within the team, the diffusion and sharing of organizational knowledge allows members to have more knowledge about tasks. However, the diffusion and sharing of organizational knowledge is flawed. This is reflected in the fact that once the number of teams increases, the establishment and operation of the team will become difficult. The efficient interactive memory may make the team believe in their knowledge too much, thus reducing the decision-making skills, especially when the team is facing an urgent task.

### **3. The main impact of organizational knowledge sharing on the performance of innovative teams**

#### **3.1 Positive impact on the performance of innovative teams Improve team innovation performance**

At the beginning of the team's establishment, it is necessary to consider the structure of the members' expertise and adopt an effective approach so that the members can understand each other and establish a mechanism of mutual trust and mutual assistance. Then, through the division of work and cooperation, members make use of their technical expertise. This mechanism applies to both temporary project teams and emergency missions. Because the project is temporary and urgent, the team is required to establish a mechanism for rapid response and effective collaboration to lead other teams to take action. This requires paying attention to the team's shared knowledge, carefully considering the members' expertise, credibility and coordination, etc., so that the established team's members have more understanding and trust among the internal members, and cooperate with each other to reduce communication costs and improve information processing.

##### **3.1.1 Assist team decision**

Organizational knowledge is fully diffused within the team. When team members share organizational knowledge at a high level, it will enhance team initiative and team integration, help the team to grasp the opportunities, create scientific mechanisms and create a harmonious team atmosphere in a complex and innovative entrepreneurship environment. Innovative entrepreneurship requires teamwork and close coordination, and individual heroism often leads to loss. Before the decision-making, if the team can draw on the wisdom of the masses and carry out activities such as brainstorming, it can improve the content of decision-making, strengthen the understanding and acceptance of the team's decision-making, enhance the sense of ownership of the members, and obtain practical leading actions.

##### **3.1.2 Activate the team's initiative behavior**

When the team clearly define the development direction, the team members communicate closely, and the team initiative was fully utilized, it can effectively avoid the cognitive bias among members and produce a high level of information exchange, resource sharing and interpersonal support. Trust and tacit understanding among members will enhance the cohesiveness and togetherness among team members. In this team environment, members can generate many creative ideas and dare to express them in public. When ideas and actions are highly unified, it can improve the team's innovation performance and gain a competitive advantage.

##### **3.1.3 Enhance collaborative innovation level within the team**

The synergy effect of the team is fully utilized within the team. The collective discussion of information and materials, discussion of various pros and cons of the decision-making, and brainstorming can not only enable members to have a deeper understanding of the areas of expertise they are familiar with, but also further understand the expertise of other members of the team which will promote the team to show good coordination and thus show leading advantages in action. These leading advantages will significantly improve innovation performance. In addition, the full diffusion of organizational knowledge and internal communication can also promote in-depth communication among members, thus effectively improve the level of collaborative innovation within the team.

#### **3.2 Negative impact on the performance of innovative teams**

The most typical negative impact of organizational knowledge sharing is the phenomenon of "free rider". It mainly refers to the fact that team members use the platform provided by the organization to acquire knowledge that is conducive to their own development, but they do not share their knowledge with other members of the team. This is due to egoism and the externalities of knowledge. Everyone

has their own career development goals, and maximizing personal interests is a common choice. Under the phenomenon of “free rider”, the personal behavior of members will affect other team members. In the end, most of the members may be guided by their own interests, which will cause the team to split, the cohesiveness will be greatly weakened, and the team's common performance goals' implementation is adversely affected.

#### **4. Countermeasures to Promote Organizational Knowledge Sharing and Improve the Performance of Innovation Teams**

##### **4.1 Optimize organizational structure and system**

Organizational structure and system are important factors influencing organizational knowledge sharing. So, we must create structures and mechanisms that are more conducive to organizational knowledge sharing. The traditional organizational structure is rather bloated, which imposes certain constraints on communication and exchanging among team members, thus affects the flow of knowledge and limits organizational knowledge sharing. So, we should break through the hierarchical management structure, promote a flat organizational structure within the team, expand the scope of communication among team members, and minimize the link of knowledge circulation, thus lay a good organizational foundation for organizational knowledge sharing. At the same time, knowledge managers can be set up within the organization to change the organizational structure and promote organizational knowledge sharing. For example, many well-known multinational companies attach great importance to knowledge management. Companies such as IBM, Hitachi, Coca-Cola, and General Electric have set up CKO's role in the development of knowledge policies to help employees grow. Moreover, knowledge managers who are familiar with knowledge management technology and have rich knowledge as advocates of organizational knowledge sharing can significantly improve the effectiveness of knowledge management. At the same time, the realization of organizational knowledge sharing can not only rely on the initiative of team members, but also can be passively carried forward through institutional arrangements. For example, a well-established job rotation system can be established, so that team members can access more job positions. The knowledge required for various positions is different. The rotation of positions can allow team members to access more knowledge in different fields, break the barriers of knowledge and realize the improvement and optimization of the knowledge structure of each team member. Through such a system, it is also possible to reduce the adverse effects of the “free rider” phenomenon to a certain extent.

##### **4.2 Build a perfect incentive mechanism**

The “free rider” phenomenon in the process of organizing knowledge sharing has a negative impact on the improvement of the performance of the innovation team. Therefore, prevention of this phenomenon is crucial to the positive impact of organizational knowledge sharing on the performance of innovative teams. In knowledge sharing, ensuring that knowledge sharing can generate more benefits than unshared benefits is an effective way to prevent this phenomenon. Therefore, an incentive system can be constructed by linking knowledge sharing with personal income. Incentives generally include spiritual and material incentives. In the process of constructing organizational knowledge sharing incentives, material and spiritual incentives can be combined to establish a lifelong tracking system. For the original knowledge provided by team members, the original author's signature can be permanently attached. In the subsequent knowledge sharing, the use of knowledge should be promptly fed back to the original. This will not only help the original creator to communicate with the sharer, but also enable the original creator to gain social recognition.

##### **4.3 Pay attention to the construction of communication channels**

Extensive and in-depth communication is an important part of achieving organizational knowledge sharing. For this purpose, team members must be provided with formal and informal

channels to communicate which will promote knowledge sharing. When the team is carrying out tasks, it should implement a brainstorming method so that each member can conduct extensive discussions on the tasks through formal communication channels. Through brainstorming, every team member can express their own opinions and ideas. These opinions and ideas are organized knowledge, which can promote knowledge sharing. At the same time, members should be encouraged to develop informal communication channels to promote knowledge exchange and sharing by building virtual communities, interest groups, and clubs. For example, Dow-Corning encourages employees from different functional departments and different technical fields to form clubs, gather members with diverse knowledge backgrounds, and form informal scientific forums to promote the exchange of knowledge and experience.

## **5. Conclusion**

Innovation is a trend in nowadays and even for a long time in the future. Encouraging innovation and driving entrepreneurship through innovation are also a long-term basic national policy of China. How to seize the opportunities in many innovative armies, team construction is very important. The team's cognitive model, collocation structure, decision-making behavior, etc. all affect team performance.

The purpose of this paper is to explore the mechanism of effective diffusion and full sharing of organizational knowledge within the team, and under the background of this mechanism, methods which can enable this mechanism to effectively promote the innovation performance of the innovation team. Strengthening the diffusion of organizational knowledge within the team and facilitating the sharing of team members can increase the initiative of the team and improve the efficiency of teamwork, thus help the team to achieve innovative performance.

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