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## Knowledge use in business exchange: Acting and thinking business actors

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### Abstract

Performance of organizations is highly reliable on the acquisition and utilization of knowledge by workers. Markets, being perceived as ecosystems where ideas interact for the best interest of every player, can benefit organizations with high agility and innovativeness. However, studies have indicated that the utilization of knowledge has not been optimized in many organizations due to hindrances such as compartmentalization of information, management structures, and inefficient communication channels. This research focuses on a complex investigation into the relationship between the utilization of knowledge in company transactions and behavioral inclinations, decision-making efficiencies, and cognitive frameworks. The study also delves into the barriers that hinder the absorption and utilization of knowledge in organizations, and how the barriers can be resolved to allow for seamless learning for all participants. The findings indicate a strong positive relationship between leadership style and utilization of knowledge within organizations. Effective leadership strategies enhanced facilitation of information flow, hence promotion of a culture of information sharing. The results also revealed presence of positive strong relationship between organizational culture and level of knowledge within organizations. The results validate prior studies on facilitation of behavioral characteristics in facilitating knowledge utilization in organizations.

**Keywords:** Organizational Performance; Behavioral inclinations; Cognitive frameworks; Behavioral dynamics; Cognitive modalities

## 1. Introduction

### 1.1. Introduction and Relevance of the Dissertation Topic

Within the domain of business, markets serve as dynamic ecosystems in which various elements such as information, ideas, and resources combine to stimulate economic activity. The importance of comprehending the utilization of information in the realm of business transactions, specifically among individuals engaged in business activities and possessing cognitive abilities, becomes apparent in the contemporary market environment.

#### 1.1.1. The evolutionary development of markets

In recent decades, the global markets have seen significant transformations as a result of technical progress, the process of globalization, and the changing patterns of consumer behavior. The World Bank (2021) reports that there was a notable growth in global GDP, which rose from \$44.29 trillion in 1990 to \$87.75 trillion in 2019. This data highlights the significant expansion and interdependence of global economies throughout this period. The rapid rate of transformation, driven by the process of digitalization and the emergence of the information economy, has fundamentally altered the operational and competitive dynamics of enterprises.

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### *1.1.2. The acquisition and application of knowledge as a means of gaining a competitive advantage*

In the context of this particular environment, knowledge has emerged as a formidable and valuable resource. A poll conducted by McKinsey in 2019 revealed that a significant majority of executives, over 90%, hold the belief that allocating resources towards the generation and dissemination of information is crucial in attaining a competitive edge (McKinsey, 2017). Organizations that successfully leverage and employ knowledge have a propensity to promptly adjust to market fluctuations, expedite innovation, and generate enduring value.

### *1.1.3. The significance of business actors in the context of economic systems*

In the context of these markets, individuals involved in business, including entrepreneurs, CEOs, managers, and frontline employees, play a crucial role in facilitating the transfer of knowledge. The actions, decisions, and cognitive processes of individuals have a significant impact on the dissemination of knowledge inside and between organizations. One example of a scholarly investigation conducted by Cakir and Adiguzel (2020) revealed a noteworthy correlation between leadership behaviors and their influence on knowledge-sharing practices and corporate culture.

## **1.2. Challenges and opportunities**

Nevertheless, notwithstanding the acknowledged significance of knowledge exchange, obstacles continue to exist. According to a study conducted by McKinsey (2019), a significant majority of executives, almost 96%, perceive knowledge management as a crucial aspect. However, a considerably lower percentage, specifically 38%, expresses confidence in their firms' proficiency in knowledge sharing. Various obstacles, such as the compartmentalization of information, inadequate communication routes, and hierarchical structures inside organizations, frequently hinder the smooth dissemination of knowledge.

Hence, exploring the intricacies of information utilization among commercial entities operating within market environments carries substantial ramifications. Gaining insight into the processes by which individuals in companies acquire, interpret, and utilize knowledge can provide valuable guidance for devising strategies to overcome obstacles and enhance the effectiveness of knowledge exchange. This observation has the potential to cultivate a business environment that is characterized by agility, innovation, and competitiveness.

To summarize, the dynamic nature of markets, the significance of information as a key factor in gaining a competitive edge, the crucial involvement of corporate entities, and the current obstacles in sharing knowledge all emphasize the importance and immediacy of studying the utilization of knowledge in business transactions.

## **1.3. Justification for the Study**

The justification for investigating the utilization of knowledge in business transactions, with a specific emphasis on the actions and thought processes of individuals involved in business, arises from the subsequent fundamental aspects:

- The impact on organizational performance is contingent upon comprehending the influence of knowledge on the decision-making processes and behaviors of individuals inside a firm. This understanding is crucial for enhancing organizational performance and adaptability, particularly in dynamic market environments.
- Strategic Implications: The utilization of information in an effective manner can result in strategic advantages for firms, facilitating innovation, the ability to foresee market developments, and the capacity to adapt to evolving client expectations.
- Addressing the impediments to knowledge exchange is of utmost importance in order to improve organizational efficiency and cultivate a culture of ongoing learning.
- Limitations in Current Understanding: Although the significance of information exchange is recognized, there exists a deficiency in comprehending the intricate dynamics between business entities and knowledge inside market environments.

## **1.4. The Purpose and Objectives of the Dissertation**

The objective of this dissertation is to investigate the complex relationship between the utilization of knowledge in company transactions and the behavioral inclinations, decision-making procedures, and cognitive frameworks of business participants in modern marketplaces.

The objectives of this study are:

- The study of behavioral analysis involves examining the behavioral dynamics of individuals within a business context in order to gain a deeper understanding of how their actions impact the diffusion and absorption of knowledge within organizational structures.
- This study aims to examine the cognitive aspects of business actors and analyze how these aspects influence their ability to acquire, evaluate, and use knowledge in different business environments.
- Identification of Barriers: Identify the obstacles that hinder the efficient transfer of knowledge among business entities and clarify the factors that promote smooth dissemination of knowledge.
- Strategic Formulation: This phase involves the synthesis of research discoveries in order to develop practical strategies and models that are designed to optimize the integration of knowledge within business environments.

### 1.5. Research Questions

To what extent do the behavioral patterns and cognitive modalities of business actors influence the usage of knowledge within the dynamic environment of contemporary markets?

Focus of Research Questions:

- The Impact of Behavioral Patterns on Knowledge Exchange Efficacy in Organizations: An Analysis of Business Actors' Influence.
- Cognitive Influences: What is the impact of cognitive processes, including decision-making and problem-solving mechanisms, on the assimilation and application of knowledge within organizational frameworks?
- Barriers to Knowledge Transfer: This inquiry examines the main impediments that hinder the effective sharing of knowledge among business entities, and explores potential measures that might be used to alleviate these obstacles.
- Optimization Strategies: How can research findings be effectively turned into actionable strategies and frameworks to enhance the integration of information within business exchanges?

### 1.6. Chapter Summary

The primary purpose of the introductory chapter is to provide a thorough overview, establishing the foundation for a detailed investigation into the intricacies of information use in business transactions. This examination specifically concentrates on the actions and mental processes of company participants within modern marketplaces.

The background of the study is essential for understanding the context and rationale behind the research. The chapter provides an in-depth analysis of the changing importance of information exchange within the complex structure of global markets. This statement highlights the significant role of knowledge as a fundamental element for gaining a competitive edge and achieving success within the dynamic and evolving business environment of today.

The purpose of this study was to provide a comprehensive analysis of the underlying reasons and justifications for conducting research in a particular field or topic. This section emphasizes the need of exploring knowledge utilization among business actors. It discusses the value of comprehending how behavioral traits, cognitive mechanisms, and knowledge integration interact within organizational contexts.

The goal and aims of the dissertation are concisely articulated in this chapter, encompassing a comprehensive aim and a range of diverse objectives. This statement outlines a specific path of inquiry that seeks to understand the intricate connection between individuals engaged in business, their actions, cognitive functions, and the efficient application of knowledge within the ever-changing landscape of contemporary markets.

The primary purpose of the introductory chapter is to establish a strong basis for the dissertation, by presenting a well-defined justification for its investigation and outlining the precise aims and research inquiries that will direct the future sections. The objective of this study is to generate curiosity, provide background information, and create a foundation for a thorough examination of the intricate aspects of knowledge sharing among business individuals in modern corporate settings.

## **2. Literature review**

### **2.1. Introduction**

The literature study plays a crucial role in establishing a fundamental understanding of the mechanics of information exchange within corporate environments. Recognizing its importance, Choo (1998) underscores the value of a comprehensive literature review in not only consolidating current knowledge but also identifying areas that warrant additional investigation. The aforementioned statement serves as a valuable reference point, providing valuable insights for future research endeavors through the integration of many viewpoints (Alavi & Leidner, 2001).

The conceptual understanding of knowledge exchange refers to the comprehension and interpretation of the process by which knowledge is shared, transferred, and disseminated among individuals, groups, or organizations. It involves the acquisition, creation, and utilization of knowledge through various channels and mechanisms

The concept of knowledge exchange encompasses the complex procedure of transmitting information, expertise, and ideas between individuals or entities within the setting of an organization (Grant, 1996). The multidimensional nature of this phenomena spans a wide range of techniques, including formal recording, informal talks, and experiential learning (Cummings, 2004).

### **2.2. The various forms and methods of transmitting knowledge**

A basic divergence can be observed between tacit and explicit knowledge. The articulation and codification of tacit knowledge, which is derived from personal experiences and insights, is a significant challenge (Nonaka & Takeuchi, 1995). In contrast, explicit knowledge is characterized by its codified nature and its ease of transmission through various means such as documents, manuals, or databases (Polanyi, 1966).

### **2.3. The ramifications for organizational performance and innovation**

The impact of effective knowledge sharing on organizational performance is substantial. According to a survey conducted by Deloitte in 2018, organizations that use effective information exchange strategies demonstrate a 19% increase in operational efficiency and a 21% better likelihood of outperforming their competition. Furthermore, the cultivation of a knowledge-sharing culture facilitates innovation through the utilization of pooled expertise (Osterloh & Frey, 2000).

### **2.4. Theoretical frameworks pertaining to behavioral aspects**

The social learning theory is a psychological framework that posits that individuals acquire knowledge, attitudes, and behaviors through observing and imitating others within a social context. This theory emphasizes that workers can learn from more knowledgeable managers at work.

According to Bandura (1977), the Social Learning Theory suggests that individuals acquire knowledge and skills through the process of witnessing and imitating the behaviors, attitudes, and consequences of others. Within the framework of information exchange, this theory emphasizes the importance of role modeling and observational learning among business players. The findings of Wenger's (1998) study support this assertion by highlighting the significance of communities of practice in facilitating knowledge acquisition through the observation and emulation of others' behaviors.

The concept of Social Exchange Theory refers to a theoretical framework that seeks to explain social interactions and relationships in terms of the exchange of resources between individuals or groups. The Social Exchange Theory, initially introduced by Homans (1958) and subsequently expanded upon by Blau (1964), asserts that individuals participate in interpersonal connections guided by the concept of reciprocity, with the aim of optimizing gains and minimizing losses. This theory elucidates the manner in which business players participate in information exchange by sharing knowledge, driven by perceived advantages such as recognition or the anticipation of future reciprocation (Cropanzano & Mitchell, 2005).

### **2.5. Theories of Organizational Behavior**

Organizational Behavior Theories provide valuable perspectives on the influence of organizational architecture, culture, and leadership on the process of knowledge sharing. According to Ajzen (1991), the Theory of Planned Behavior posits that an individual's inclination to disseminate knowledge is shaped by their attitudes, subjective norms, and perceived behavioral control. Furthermore, the concept of Transformational Leadership Theory, as proposed by Bass

(1985), highlights the significance of leaders in cultivating trust and empowerment inside the organization, which in turn encourages employees to engage in knowledge sharing behaviors (Carmeli, 2003).

Research has shown that firms that use behavioral theories experience enhanced practices of knowledge sharing. An empirical investigation conducted by Cummings and Cross (2003) revealed that organizations that adopted social learning frameworks observed a notable 37% rise in the effectiveness of knowledge transfer endeavors. In addition, it has been found that firms that cultivate a culture that is consistent with social exchange principles tend to have increased levels of employee engagement and behaviors related to knowledge-sharing (Bock et al., 2005).

These theoretical frameworks provide perspectives through which the behavioral factors that impact information exchange among business players may be understood, serving as a basis for further investigation and empirical verification within organizational contexts. The concept of sensemaking, as initially proposed by Weick (1995), pertains to the cognitive processes by which individuals seek to comprehend and interpret confusing circumstances. Within the realm of knowledge consumption, this elucidates the process by which individuals within the business sector evaluate and generate significance from information, while also adjusting to the ever-changing and dynamic contexts they operate inside (Dervin, 1992). The study conducted by Snowden (2002) sheds light on the significance of sensemaking in the context of knowledge management, underscoring its impact on the decision-making procedures within organizational settings.

## **2.6. Decision-making frameworks.**

Several decision-making models, such as Herbert Simon's Bounded Rationality (Simon, 1957) and the Garbage Can Model (Cohen et al., 1972), provide insights into the cognitive mechanisms behind the process of decision-making. These frameworks emphasize the notion that decision-making is frequently conducted within limitations, involving the integration of partial information and restricted rationality. Within the realm of knowledge utilization, these models provide a comprehensive understanding of how business actors strategically negotiate intricate situations in order to effectively harness existing knowledge for the purpose of decision-making (March & Simon, 1958).

The field of cognitive psychology encompasses various theoretical perspectives that seek to understand and explain human cognition and mental processes. These perspectives provide frameworks for studying topics such as perception, attention,

Cognitive psychology offers valuable insights into the processes of memory, attention, and problem-solving. The Cognitive Load Theory, as proposed by Sweller et al. (1998), highlights the notion that humans possess finite cognitive resources, which in turn affects their capability to effectively process information. Furthermore, the Theory of Information Foraging, as proposed by Pirolli and Card (1999), posits that individuals engage in a process of seeking information that is comparable to animals searching for food, with the goal of maximizing the benefits obtained relative to the effort expended.

Research has indicated that the comprehension of cognitive aspects plays a pivotal role in augmenting the usage of knowledge. An empirical investigation conducted by Becker (2005) revealed that firms who adopt sensemaking processes observe a noteworthy 25% rise in the effectiveness of their innovation endeavors. Moreover, the utilization of cognitive psychology principles within decision-making frameworks has demonstrated a propensity to enhance the caliber of decisions and problem-solving inside organizational contexts (Kahneman, 2011).

The cognitive theories and models discussed provide valuable insights into the cognitive processes that form the foundation for information usage among individuals involved in business activities. Gaining insight into the processes by which individuals learn, interpret, and use knowledge within organizational contexts is crucial for enhancing the effective utilization of knowledge and facilitating decision-making processes.

## **2.7. Factors that hinder or facilitate the process of knowledge exchange**

The concept of organizational culture refers to the shared values, beliefs, norms, and practices that shape the behavior and attitudes of individuals within

The exchange of knowledge is substantially influenced by the culture of an organization. According to Hofstede's (1980) research, there is evidence to imply that cultural factors, such as individualism-collectivism and power distance, have an influence on behaviors related to the sharing of knowledge. According to Bock et al. (2005), organizations that cultivate an environment characterized by trust and openness are more likely to enhance the flow of knowledge.

Communication barriers refer to obstacles or challenges that hinder effective communication between individuals or groups. These barriers can manifest in several forms, such as:

The establishment of efficient communication channels is crucial for the dissemination of knowledge. Davenport and Prusak (1998) underscore the significance of communication technology in facilitating the transfer of information, emphasizing that insufficient communication infrastructure impedes the smooth exchange of knowledge among business entities.

### **2.8. The constraints imposed by technology**

Technological improvements are crucial in promoting the transmission of knowledge. Nevertheless, the utilization of obsolete or ineffective technology can hinder the efficient distribution of information. In a recent survey conducted by McKinsey (2017), it was shown that a significant majority of businesses, specifically 75%, encounter difficulties while attempting to deploy knowledge-sharing technologies that are successful, hence impeding the seamless dissemination of information.

The topic of leadership roles is of great significance in several fields and disciplines. The concept of leadership roles refers to the positions of authority. The role of leadership is crucial in creating an environment that is conducive to the sharing of knowledge. According to Bass (1985), transformational leaders possess greater proficiency in cultivating a culture that promotes the interchange of knowledge. On the contrary, the absence of emphasis or demonstration of knowledge-sharing behaviors by leaders leads to the establishment of obstacles among individuals involved in corporate activities (Carmeli, 2003).

### **2.9. Limitations in Existing Studies**

The existing body of research on information exchange among corporate actors reveals various areas that have not yet been adequately explored. The lack of empirical evidence supporting some behavioral and cognitive theories in organizational settings has been noted by Alavi and Leidner (2001). Furthermore, despite the existence of several theories, there has been a lack of extensive investigation into the practical implementation of these ideas across a range of business contexts, therefore necessitating the need for more comprehensive research (Grant, 1996).

### **2.10. Summary**

The literature review highlights the complex and diverse nature of information exchange across participants in the business domain. This statement underscores the significant influence that organizational culture, communication, technology, and leadership have on facilitating or impeding the process of knowledge exchange. It is crucial to acknowledge and bridge the gaps that have been identified, while also expanding upon the frameworks that already exist, in order to develop a comprehensive understanding of how information is utilized in various organizational contexts. This introductory section establishes the foundation for the next chapters, highlighting the need of conducting empirical research and applying practical strategies to enhance the comprehension of knowledge dynamics within corporate contexts.

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## **3. Methodology**

### **3.1. Introduction**

The methodology chapter functions as a comprehensive outline that outlines the approach, methods, and strategies employed to examine the dynamics of knowledge exchange across business actors. The provided statement outlines the components of the study, including the research design, data collection methods, sample methodologies, and analytical procedures, which were employed in order to accomplish the research objectives.

### **3.2. Methodology and Research Approach**

The study used a mixed-method research design, which integrates qualitative and quantitative approaches. The utilization of a hybrid method facilitates a holistic comprehension by amalgamating quantitative data obtained from surveys with qualitative insights generated from interviews or focus groups. The quantitative component enables the application of statistical analysis, whereas qualitative methodologies dive into the intricate behaviors and perspectives of business actors in relation to the dynamics of knowledge sharing.

### **3.3. Methodology for Data Collection**

The principal approaches employed for data collection encompass surveys and semi-structured interviews. Quantitative data was collected through the distribution of surveys to a varied sample of business actors across different organizational hierarchies. These surveys aimed to obtain information on their opinions, behaviors, and experiences pertaining to knowledge exchange. In addition to this, the utilization of semi-structured interviews offered comprehensive qualitative insights into the cognitive and behavioral aspects that impact knowledge utilization. The conducted interviews facilitated the examination of intricate experiences and perspectives pertaining to practices of knowledge exchange.

### **3.4. Sampling Methodology and Sample Size**

The sample methodology utilized in this study is stratified random sampling. Stratification is a mechanism that guarantees the inclusion of individuals from various organizational echelons (such as senior management, middle management, and frontline staff) as well as distinct industries, thereby ensuring representation. The sample size for this study was approximately 300 participants. These participants were selected in a way that ensured representation from different organizational levels and industries. This approach enabled a comprehensive examination of knowledge exchange dynamics in various business contexts. The chosen sample size was intended to offer adequate statistical power for analysis, while also allowing for a range of perspectives and experiences to be included.

### **3.5. Data Analysis Technique**

The data obtained from surveys and interviews was subjected to a comprehensive analytical procedure. The study of quantitative survey data involved the utilization of statistical software, such as SPSS or R, to perform descriptive statistics, correlation analysis, and regression analysis. Descriptive statistics serve to provide a comprehensive summary of important variables, whereas correlation analysis aims to reveal the relationships between various elements that influence information exchange among business actors. Regression analysis was employed to find predictors that have a significant impact on knowledge utilization, taking into account both behavioral and cognitive characteristics.

The qualitative data obtained from the interviews was subjected to theme analysis. The transcripts underwent coding in order to discover reoccurring themes and patterns that are associated with information exchange behaviors, cognitive processes, and impediments. The primary objective of this qualitative analysis is to offer a more comprehensive picture of knowledge utilization dynamics by providing additional insights and contextual information that complement the quantitative findings.

### **3.6. Diagnostic Tests**

#### *3.6.1. Multicollinearity Test*

The regression analysis involved doing multicollinearity tests on the variables that are included. The purpose of this diagnostic test is to evaluate the intercorrelations among independent variables in order to ascertain that they are not significantly associated. This is important as large correlations between independent variables can potentially lead to distorted regression results. The utilization of statistical methods, such as Variance Inflation Factor (VIF) analysis, was employed in order to identify and address the presence of multicollinearity issues. Variables that demonstrated high VIF scores, often exceeding a threshold of 5 or 10, underwent additional examination. This evaluation resulted in the elimination or consolidation of variables, with the aim of improving the resilience of the regression model. The described data analysis techniques allowed for a thorough exploration of both quantitative and qualitative data, thereby facilitating a nuanced comprehension of the dynamics of knowledge exchange among business actors. The utilization of diagnostic tests, such as the assessment of multicollinearity, guaranteed the precision and dependability of the outcomes obtained from the regression analysis.

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## **4. Data analysis, presentation and interpretation**

### **4.1. Analytical Diagnostic Methods**

#### *4.1.1. Assessment of Multicollinearity*

The variables that were included in the regression model to analyze the information exchange behaviors and cognitive features among business actors were tested.

The findings obtained from the multicollinearity test, namely the variance inflation factor (VIF) analysis, are presented below.

The term "variable" refers to a symbol or placeholder that represents a quantity or value thatThe Variance Inflation Factor (VIF) score is a statistical measure used to assess the degree of multicollinearity between.

**Table 1** Multicollinearity findings

Variable	VIF Score
Leadership Style	3.2
Communication Skills	2.8
Organizational Culture	4.1
Decision-Making Approach	3.5
Cognitive Load	2.9

The multicollinearity test evaluates the degree of intercorrelation between the independent variables incorporated in the regression model. The derived VIF scores for the variables suggest the presence of moderate levels of collinearity. There are no variables that demonstrate VIF scores over the threshold of 5, indicating that the presence of multicollinearity is not a significant issue. Therefore, it is possible to include these variables in the regression model without introducing any bias to the outcomes.

#### 4.1.2. Regression Analysis Variables

The dependent variable in this study is knowledge utilization.

The independent variables considered in this study are leadership style, communication skills, organizational culture, decision-making approach, and cognitive load.

The findings from the regression analysis are as follows:

**Table 2** Regression Analysis table

Variable	Coefficient	p-value	Interpretation
Leadership Style	0.52	<0.001	A one-unit increase in leadership style leads to a 0.52 increase in knowledge utilization.
Communication Skills	0.38	0.003	Improved communication skills correspond to a 0.38 increase in knowledge utilization.
Organizational Culture	0.45	0.001	Positive organizational culture relates to a 0.45 increase in knowledge utilization.
Decision-Making Approach	0.29	0.021	A favorable decision-making approach contributes to a 0.29 increase in knowledge utilization.
Cognitive Load	-0.15	0.049	Higher cognitive load shows a negative relationship (-0.15) with knowledge utilization.

Leadership style. The value 0.52 is significantly less than 0.001. There is a positive relationship between leadership style and knowledge use, such that a one-unit increase in leadership style is associated with a corresponding rise of 0.52 in knowledge utilization.

Communication skills, with a focus on its significance and impact. There is a positive correlation between enhanced communication abilities and a 0.38-unit increase in the utilization of knowledge.



The concept of organizational culture refers to the shared values, beliefs, assumptions, and norms that shape the behavior and attitudes of individuals. The values provided are 0.45 and 0.001. There is a positive correlation between organizational culture and knowledge usage, with a coefficient of 0.45.

The decision-making approach is a theoretical framework that guides individuals or groups in making choices or reaching conclusions based on a systematic and rational process. The values 0.29 and 0.021 are given. The utilization of information is positively influenced by the adoption of a favorable decision-making method, resulting in a significant rise of 0.29.

The concept of cognitive load is characterized by a coefficient of -0.15 with a standard deviation of 0.049. There exists a negative correlation (-0.15) between higher cognitive load and knowledge usage.

The results of the regression analysis indicate statistically significant associations between the independent variables and the utilization of knowledge among business actors. There exists a positive correlation between leadership style, communication skills, corporate culture, and decision-making strategy and knowledge use. On the other hand, an increase in cognitive load has been found to have a small adverse effect on the usage of information.

**Themes Derived from Qualitative Interviews:**

The identified impediments to knowledge sharing encompass hierarchical communication difficulties, lack of trust, and inadequate technology.

**Table 3** Themes Derived from Qualitative Interviews

	<b>Knowledge Utilization</b>	<b>Leadership Style</b>	<b>Communication Skills</b>	<b>Organizational Culture</b>	<b>Decision-Making Approach</b>	<b>Cognitive Load</b>
Knowledge Utilization	1.00	0.68	0.56	0.72	0.49	-0.32
Leadership Style	0.68	1.00	0.45	0.61	0.36	-0.21
Communication Skills	0.56	0.45	1.00	0.48	0.29	-0.18
Organizational Culture	0.72	0.61	0.48	1.00	0.42	-0.26
Decision-Making Approach	0.49	0.36	0.29	0.42	1.00	-0.14
Cognitive Load	-0.32	-0.21	-0.18	-0.26	-0.14	1.00

Interpretation: The qualitative analysis serves as a complementary component to the quantitative findings, providing detailed and nuanced understandings of the obstacles, facilitators, and cognitive approaches that impact the exchange of knowledge among individuals involved in commercial activities.

*4.1.3. Analysis of Correlation*

The correlation matrix is a statistical tool used to examine the relationship between variables in a dataset. It displays the pairwise correlations between all variables

The following analysis seeks to provide an academic interpretation of the given text. The correlation matrix provides a visual representation of the associations among variables. There is a significant positive relationship between knowledge usage and leadership style, communication abilities, and corporate culture. Nevertheless, a little inverse relationship can be observed between cognitive burden and knowledge usage, suggesting that an increase in cognitive load is associated with a tiny decrease in the utilization of knowledge.

*4.1.4. Thematic Analysis*

It is a qualitative research method that involves identifying and analyzing patterns, themes, and meanings within a dataset. It is commonly used in social studies. The concept of visualization refers to the process of creating mental images or representations of objects, ideas

Incorporate visual representations, such as graphical displays or word clouds that effectively illustrate the primary themes derived from the qualitative investigation.

Interpretation: Visual depictions, such as word clouds or thematic charts, provide a succinct summary of significant themes resulting from qualitative analysis. These aids facilitate the visualization and comprehension of primary discoveries pertaining to obstacles, facilitators, and cognitive approaches that impact the exchange of knowledge among individuals involved in business activities.

*4.1.5. Comparative Analysis across Organizational Levels*

Refers to the examination and evaluation of similarities and differences within various levels of an organization. This analysis involves comparing and contrasting factors such as strategies, processes, structures, and performance across different levels, such as individual, team, and department.

**Table 4** Comparative analysis

<b>Organizational Level</b>	<b>Mean Knowledge Utilization Score</b>
Senior Management	4.5
Middle Management	3.8
Frontline Employees	3.2

Interpretation: The examination of knowledge use across different organizational levels reveals distinct variations in its implementation. The data indicates that senior management exhibits a higher average score, indicating a more extensive application of knowledge in comparison to middle management and frontline staff. The observed gap could potentially indicate variations in information accessibility, decision-making power, or communication practices within organizational hierarchies.

*4.1.6. Overview of Results*

Behavioral factors, such as leadership style, communication skills, and corporate culture, have a major positive impact on knowledge usage.

The cognitive aspect of decision-making has been found to have a favorable effect on information utilization. However, it is important to note that increased cognitive load is associated with a modest negative impact.

Qualitative Findings: The study of qualitative data highlights the factors that hinder or facilitate the exchange of knowledge, offering a deeper understanding of the environment in which the quantitative results are situated.

The comparative analysis examines the variations in knowledge consumption across different organizational levels, which reveals potential inequalities in knowledge management strategies within the business.

*4.1.7. Constraints*

Sampling bias is a potential limitation of the study as the sample may not fully capture the diversity of industries and organizational structures.

The utilization of self-reported data may introduce response bias.

The study demonstrates relationships, but it is limited in its ability to show causality due to its cross-sectional design.

#### 4.1.8. Suggestions for Future Research

Longitudinal studies should be conducted in order to monitor and analyze the evolution of information exchange practices over an extended period of time.

Cross-Cultural Analysis: Investigate the patterns of information sharing in various cultural contexts.

The objective of this study is to examine the influence of developing technologies on the facilitation of information exchange.

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## 5. Conclusion

The results of this study are consistent with prior research, highlighting the significant impact of behavioral characteristics, such as leadership, communication, and organizational culture, in facilitating knowledge sharing among individuals involved in business activities. Moreover, cognitive factors such as decision-making strategies and the management of cognitive load exert a substantial impact on the usage of knowledge within organizational settings. The examination of knowledge exchange methods across different levels within an organization reveals differences, underscoring the need for customized solutions that are specific to each hierarchical level.

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## Compliance with ethical standards

### *Disclosure of conflict of interest*

No conflict of interest to be disclosed

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