

Knowledge Sharing and Organizational Performance: Case Study in Indonesia Service Company

Ine Madinatul Munawaroh*, Rofiaty, Ainur Rofiq
Faculty of Economics and Business, Universitas Brawijaya, Indonesia

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ABSTRACT

This study aims to explore the role of knowledge sharing at PT. Malika Goenawan Erawisata in achieving organizational performance. This study used a qualitative approach by phenomenology design to describe the applied model of knowledge sharing, including knowledge acquisition, knowledge dissemination, and responsiveness of the knowledge. The collecting data used in-depth interviews with 13 informants such as the leaders, employees, and customers. The data analysis used the interactive model of Miles and Huberman. This study found that the applied model of knowledge sharing in knowledge acquisition acquired from customers, employees, the tacit knowledge of the company's leaders, and seminars. In addition, the knowledge-sharing model in knowledge dissemination involves meetings, direct communication, and the use of information technology such as social media. Meanwhile, the responsiveness of the knowledge leads to making tasks easier to accomplish, especially in marketing strategy planning. Furthermore, the organizational performance is well established. But, overall, the knowledge sharing was processed conventionally and the knowledge dissemination was not spread yet proportionally to the whole employees. Hence, it needs the creative and innovative program to motivate employees and increase organizational performance optimally.

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Corresponding Author

Ine Madinatul Munawaroh

Email: inemadinah@gmail.com

INTRODUCTION

At present global competition, companies with knowledge management capabilities are required to utilize their resources more efficiently and produce better performance (Darroch, 2005). Both large- and small-scale companies need to implement knowledge-based enterprise (building a knowledge-based company) and knowledge-based strategy (establishing a knowledge-based strategy) in order to get smart employees (knowledge workers), who can provide quality services and increase customer satisfaction (Rofiaty,

2012). This should be a concern for service companies, including PT Malika Goenawan Erawisata in Malang. A knowledge management is needed, primarily knowledge sharing behavior, which is used to achieve organizational performance.

Knowledge management in a travel agency company includes ways to gain knowledge, maintain knowledge, and utilize that knowledge to produce a travel service organization with superior performance. An organization like PT. Malika Goenawan Erawisata Malang, which always follows the latest trends and news developments related to the company's performance, employees in it share their goals in general. Thus, they can work well together without having to compete with each other (Choi & Lee, 2002). Knowledge management is needed to maintain knowledge in achieving organizational performance in the company. One way to manage knowledge within a company is to build knowledge sharing within the human resources sector that plays a role in delivering the best service. The ability of an organization to conduct knowledge sharing from 1 unit (personal) to other units (personal) has been proven to contribute to organizational performance both in the manufacturing sector (Epple & Romano, 1996) and in the service sector (Darr, 2003) including companies engaged in travel services. The problems that exist in PT. Malika Goenawan Erawisata Malang is knowledge management especially knowledge sharing behavior that has been running well. However, there is still no system that can manage the available knowledge resources. Thus, the implementation has not been effective because knowledge has not spread and information uniformity has not yet appeared. PT. Malika Goenawan Erawisata Malang branch only gives briefings to employees in accordance with their duties and functions in supporting the achievement of organizational performance. But the results of the briefing are only useful for the individual himself. If in the future the individual does not work anymore, the organization must conduct training and learning back to the new individual. Therefore, we need a knowledge management system, which is more directed to the behavior of knowledge sharing in order to achieve organizational performance in PT. Malika Goenawan Erawisata. Organizational performance that can directly be felt and perceived by leaders and employees with the role of knowledge sharing that occurs is primarily concerned with the development of growth and sales, customer perceptions, as well as learning and growth.

For the sake of continuity and development of PT. Malika Goenawan Erawisata, company management is improving itself continuously, gradually, effectively, and efficiently by making improvements to the administration, service systems, human resources, facilities and infrastructure based on the standardization of travel service companies and is also supported by the Ministry of Religion and various association associations (such as HIMPUH or IATA), which is implemented with the role of knowledge sharing activities. Regarding to knowledge sharing activities in the service sector, Lilleoere and Hensen (Lilleoere & Holme Hansen, 2011) conducted a study in Denmark with the aim to explore supporting and inhibiting corporate knowledge sharing in the field of research and development. The results showed that company employees have different perspectives on the practice of knowledge sharing. The study looked at different company employee perspectives on knowledge sharing, another study, Assem and Pabbi (Assem & Pabbi, 2016), also explores how professionals share knowledge in the health services sector in Ghana. With a qualitative approach in the form of case studies, this study showed that service facilities studied in Ghana do not have a formal knowledge management system, but instead use informal seminars and conversations to share knowledge. In addition, it

was also found that there was still lack of trust factors, lack of technological facilities, lack of organizational policy rules, fears of getting extra responsibility, network failures, and there were several challenges in the culture of healthcare professionals in sharing knowledge. Al Alawi et al. (Al-Alawi, Al-Marzooqi, & Mohammed, 2007) discusses knowledge sharing as an organizational success factor, where knowledge sharing can accelerate the spread of knowledge that is beneficial to the organization. The results of this study indicate that the existence of an information system, organizational culture, trust, reward system, and organizational structure positively influences knowledge sharing. Darmawan et.al. (Darmawan, Agusvina, Lusa, & Sensuse, 2023) demonstrated that human capital serves as a mediator in the relationship between knowledge management and organizational performance, both directly and indirectly via innovation. Additionally, factors such as organizational structure, culture, trust, leadership, human behavior, human resource practices, technology, and strategy influence knowledge management. Among these, human resource practices also have an impact on human behavior and leadership. In addition, Wickramasinghe and Widyaratne (Wickramasinghe & Widyaratne, 2012) discuss the dimensions of knowledge sharing in a project team, which is in the form of interpersonal trust, the support of a team leader, awards and knowledge sharing mechanisms. This study found that interpersonal trust and appreciation positively influence knowledge sharing. However, Bakker et al. (Bakker, Leenders, Gabbay, Kratzer, & Van Engelen, 2006) found otherwise that trust is the lowest indicator in knowledge sharing. Meanwhile, a significant role in knowledge sharing is team membership. With regard to knowledge sharing and organizational performance, Vij and Farooq (Vij & Farooq, 2014) found that knowledge sharing orientation positively influences organizational performance. In addition, the findings of Rofiaty (Rofiaty, 2012) support the research that one of the dimensions of knowledge management is that knowledge sharing influences organizational performance. On the contrary, Yesil. (Yeşil, Koska, & Büyükbecse, 2013) found that the hypothesis of the influence of the knowledge sharing process on organizational performance was not realized. Meanwhile, the ability of innovation influences organizational performance. Regarding the phenomena, literature review, and gaps in previous research findings, this study aims to explore the role of knowledge sharing in achieving organizational performance.

LITERATURE REVIEW

Knowledge

Drucker (Drucker, 1998) defines knowledge as information that transforms something or someone. This transformation occurs when information serves as the basis for action or enables an individual or organization to take different or more effective actions compared to previous ones. Sanchez (Sanchez, 2004) explains two fundamental approaches to knowledge including tacit knowledge and explicit knowledge. Nonaka and Takeuchi (Nonaka & Takeuchi, 1995) explained that there are four steps to creating knowledge called the SECI process (Socialization, Externalization, Combination, and Internalization). SECI is a spiral process which is an interaction between tacit knowledge and explicit knowledge to produce new knowledge.

Nonaka and Takeuchi (Nonaka & Takeuchi, 1995) state that knowledge has links with three things including knowledge about beliefs and commitments, knowledge that supports actions (meaning), and understood knowledge (meaning). Knowledge is a dynamic human process in belief that leads to "truth".

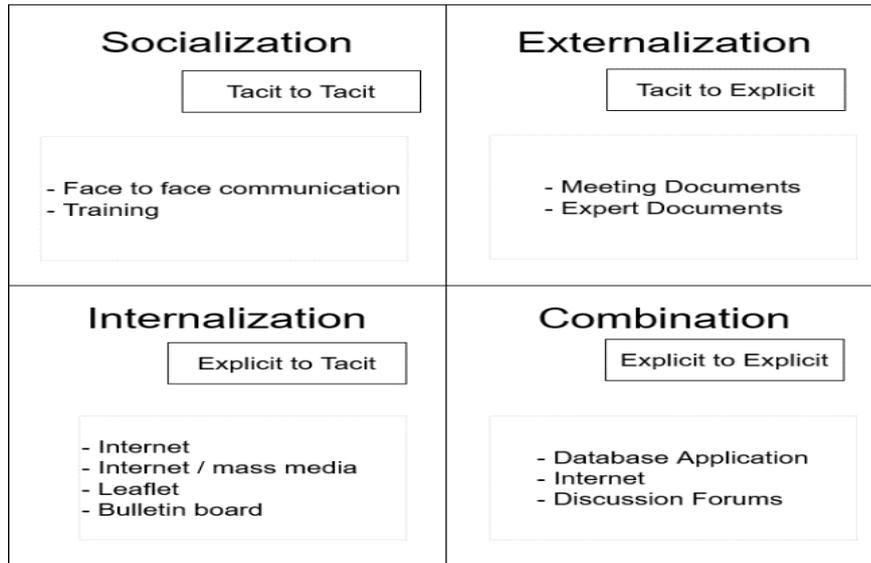


Figure 1. Knowledge Conversion in the form of Tacit and explicit
 Source: Elias M. (Awad & others, 2007)

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Knowledge Management

Knowledge management programs are typically aligned with organizational goals and aim to achieve specific outcomes, such as enhancing intelligence sharing, improving performance, boosting competitive advantage, or advancing innovation. Knowledge creation is the essence of innovation (Nonaka & Takeuchi, 1995).

Bernard and Tichkiewitch (Bernard & Tichkiewitch, 2008) assert that knowledge management can be viewed as a business activity with two key aspects: first, addressing the knowledge component of business activities as a deliberate focus in business strategies, policies, and practices at all organizational levels; and second, establishing direct links between organizational intellectual assets, including explicit, tacit, and developmental knowledge. Elias (Awad & others, 2007) argues that knowledge management involves capturing and utilizing the collective expertise within a company, whether in the form of written documents, databases, and other forms of explicit knowledge, or tacit knowledge.

Knowledge management helps ensure that the right information at the right time can reach the right people to be useful for making the right decision. Rational decisions require information support from the organization's ability to collect data and information and process it more easily understood.

For the distribution of the main processes in knowledge management is very diverse. Some divided it into four processes including knowledge creation, knowledge interpretation, knowledge dissemination and use, and knowledge retention and refinement (Tobing, 2007). Tiwana (Tiwana, 2000) in his understanding of knowledge management mentions the acquisition, sharing and utilization of knowledge, as the three main processes in knowledge management. Meanwhile, various literatures provide a

division of the main processes of knowledge management almost the same as knowledge creation, knowledge retention, knowledge sharing, and knowledge utilization.

Knowledge Sharing

The essence of knowledge management is knowledge sharing, because through knowledge sharing there is an increase in the value of knowledge owned by the company. Someone who does knowledge sharing will not lose the knowledge they have, but instead multiplies the value of that knowledge, if it is already owned and used by many people (Tobing, 2007). After the knowledge has been obtained by the organization, then the next step is knowledge sharing activities carried out by the company's leadership in acquiring (knowledge acquisition), disseminating (knowledge dissemination), and doing responsiveness to knowledge (Rofiaty, 2012).

Through knowledge sharing, it is possible to create innovations or ideas that will support the sustainability of the organization, increase selling points in order to compete with other organizations. It also allows regeneration to occur if the organization loses senior staff (expertise). Then, the organization continues to grow because the knowledge used is not carried away (Gurten in Anna, 2009) (Anna, 2009). According to Lee (Lee, 2001), knowledge sharing is an activity of transferring or disseminating knowledge from a person, group, or organization to another person, group, or organization. Mitchell (Mitchell, 2013) shows that knowledge sharing is a process of mutual discussion and exchange of ideas as in the case of know-what and know-how. This allows the company to remain highly competitive. (Cummings & Worley, 2003) states that there are five main dimensions that can influence the successful implementation of (Davenport & Prusak, 1998) knowledge sharing which consists of the relationship between sources and recipients of information, the form and location of knowledge in organizations, the paradigm of learning from recipients of knowledge, the capabilities of people who are sources of knowledge sharing, and the wider environment, where the process of sharing knowledge occurs.

One of the most important supporters of knowledge sharing is the creation of a culture of knowledge sharing (Davenport & Prusak, 1998), a major obstacle to facilitating effective knowledge sharing in organizations of the absorption ability and culture that supports knowledge sharing (Paarup Nielsen, 2006). Some obstacles in knowledge sharing include the lack of knowledge where knowledge is available, the lack of knowledge about the existence of knowledge that can be valued (O'dell & Grayson, 1998) (Gupta & Govindarajan, 2000), do not have access to knowledge (Hansen, Sato, Ruedy, Lacin, & Glascoe, 1998), epistemological differences between tacit and explicit knowledge (Nonaka & Takeuchi, 1995) (Szulanski, 2002), and the existence of physical and social disparities between individuals (Paton & McLaughlin, 2008). There are several reasons why someone does not want to share their knowledge (Setiarso, 2006) including 1) Willing to share, but no time to work on it, 2) No skill in knowledge management techniques, 3) Not understanding what it is knowledge management and its benefits, 4) Lack of appropriate technology, 5) No responsibility and follow-up from senior managers, 6) No fees for knowledge management, and 7) Cultural failure to encourage each member to knowledge sharing.

Szulanski's (Szulanski, 1996) findings state that there are three main factors that inhibit knowledge sharing, including the low absorption capacity of knowledge recipients, confusion about knowledge itself, and complicated relationships between the sender and

receiver of knowledge. It was also found that motivational factors only played a small role in the relationship in knowledge transfer. Thus, it can be concluded that the success of knowledge sharing requires more than just the transfer of knowledge. In addition, Szulanski (Szulanski, 2002) also added that the effectiveness of the use of knowledge again depends on the absorption and familiarity of employees with that knowledge. Muhammed and Zaim (Muhammed & Zaim, 2020) found that employees' participation in knowledge-sharing activities with their peers, combined with leadership support from their managers, positively influences the success of an organization's knowledge management. This success, in turn, can enhance organizational innovation and ultimately improve financial performance. The support from immediate managers is identified as a key factor in encouraging employees to engage in knowledge sharing with their peers.

Travel Service Company

A travel agent is a service-based company that sells or provides tourism products. A travel agency is a business dedicated to organizing and preparing trips or tours for individuals planning their travel arrangements. (Pendit, 1967). According to Damardjati (Damardjati, 2001) tour and travel is a company that specifically organizes and organizes trips and stopovers of people including the completeness of their travel, from one place to another. Whereas the other understanding of a Travel Bureau is a business that organizes tourism activities and other services related to the organization of tourist trips both inside, outside the country and vice versa. Travel Agencies are business services intermediaries to sell or arrange services for travel (Ismayanti, 2010). Hajj plus and Umrah travel agency is a travel agency that helps facilitate Muslim pilgrims to carry out the Hajj and Hajj pilgrimage by providing services and facilities that are useful to help the smooth worship in the Holy Land.

Organizational Performance

The desired outcome of the organization from the behavior of the people in it is referred to as organizational performance (Barney, 2001). Performance is defined as the outcome of assessing completed work against pre-established criteria (Robbins & Judge, 2008). According to Gibson (Gibson, 2007), performance is the result achieved from the behavior of organizational members. Meanwhile, Mulyadi (Mulyadi, 2007) describes performance appraisal as a regular assessment of the operational effectiveness of an organization, its departments, and its personnel, based on strategic goals, standards, and predefined criteria. Luthans (Luthans, 2006) argues that performance is the quantity and quality of the work produced or services provided by someone who carries out work in the organization. Meanwhile according to Gavrea et al. (Gavrea, Ilies, & Stegerea, 2011) there is no universally accepted definition of organizational performance.

RESEARCH METHODS

This study employs qualitative research with a phenomenological approach, aiming to uncover the "essence" of the meaning behind a phenomenon as experienced by several individuals (Creswell, 2014). This research was conducted at PT. Malika Goenawan Erawisata Malang, precisely at Jalan Mayjen Panjaitan No.247 Kav.3 office to uncover the practice of knowledge sharing in order to achieve organizational performance, especially for the process of gaining knowledge, disseminating knowledge, and doing responsiveness to knowledge, as part of knowledge management, through studies phenomenology. This study involved several informants consisting of 10 employees, the

chief director, and 3 customers as member checks. Creswell (Creswell, 2014) provides an explanation of data collection activities in qualitative research, where the set of activities includes determining individuals as informants, gaining access and establishing relationships with informants, collecting necessary data, recording information obtained and solving problems in the field, and conducting data inference.

The data were analyzed using Miles and Huberman's interactive model, which involves four key steps: data collection, data reduction, data display, and drawing conclusions or verification. These steps are integrated into the interactive model as follows:

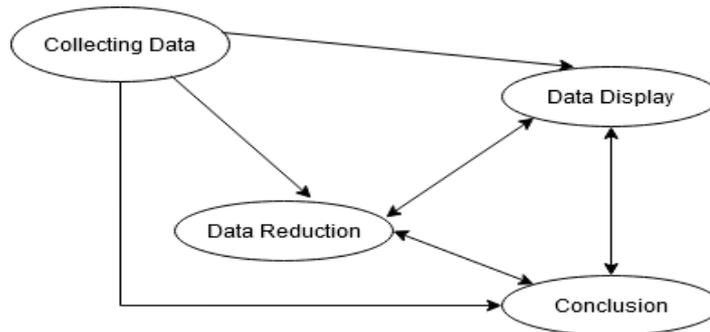


Figure 2. The Components of the Interactive model of Miles and Huberman
Source: Gunawan (2015)

Knowledge sharing indicator is perceived as a process of transferring knowledge from one person to another. Based on the framework for research and objectives research, then the prepositions in this research are as follows:

1. Knowledge acquisition PT. Malika Goenawan Erawisata Malang obtained from internal parties and external parties encourage the spread of knowledge and response to knowledge,
2. The dissemination of knowledge with the help of technology encourages ease of working and developing product marketing strategies,
3. Responses to knowledge and suggestions can be fruitful flexibility in seeing opportunities to improve services and add customers,
4. Knowledge acquisition can improve organizational performance through the dissemination of knowledge and response to knowledge,
5. The effectiveness of knowledge sharing increases performance achievements in organizations during this time.

RESULTS AND DISCUSSION

PT. Goenawan Erawisata is a company engaged in Hajj plus and Umrah travel services which was established in 1982 and is officially registered at the Ministry of Religion. Its head office is in Tangerang, and it also opens branches in the city and district of Malang, including in the ranking of the top 10 Hajj plus & Umrah travel categories with the best service. For the city of Malang, there is a branch office located on Mayjen Panjaitan Street, with its main director Mrs. Hj. Sulistria Dewi. Services offered by PT.Goenawan Erawisata, including the Malang city branch, includes special Hajj services, regular Umrah, Umrah plus, passport management, international and domestic ticketing, Zamzam water, Hajj and Umrah supplies, Hajj gifts, and others.

The findings of this study can be interpreted as PT. Malika Goenawan Erawisata Malang city made efforts quite well in knowledge sharing, including knowledge acquisition, knowledge dissemination, and responsiveness to knowledge. Such knowledge from both the external and internal environment can optimize the internal resources (strengths or weaknesses) they have. In this context, the company's employees as the main capital (human capital) which is the capital of the organization, is unique and not easily imitated or cannot be easily bought anywhere by other organizations.

The application of the use of knowledge that has been obtained, in fact, is used carefully and appropriately by employees to improve services, marketing strategies, and decision-making. Knowledge is always used to identify new products or services, solve new problems, see competitors, and be used to innovate. However, the spread of knowledge is still uneven and there is no uniformity of information. As a result, prospective customers who come lack information and knowledge from the organization. This has an impact on organizational performance that has not been effective even though it can be categorized as good.

Knowledge-sharing programs are usually related to organizational goals and directed to achieve specific results. One of them is knowledge sharing, sharing intelligence, and improving performance (Nonaka & Takeuchi, 1995). Knowledge sharing plays a role in achieving organizational performance. This means that the better the implementation of knowledge management, especially knowledge sharing, the better the organizational performance of PT. Malika Goenawan Erawisata Malang. This finding supports Hsiao et al. (Hsiao, Chen, & Chang, 2011) which shows that the assessment of knowledge management capacity, knowledge acquisition, knowledge dissemination, and communication factors of social interaction are positively related to organizational performance. Azeem et.al (Azeem, Ahmed, Haider, & Sajjad, 2021) emphasize that organizational culture is crucial for the success of business operations, with knowledge-sharing and organizational innovation identified as key factors in achieving a competitive advantage. Ammar et.al (Cheikh-Ammar, Roy, & Roy, 2024) propose and empirically validate a theoretical model indicating that the development of employee competencies during the onboarding phase is significantly influenced by the availability of knowledge-sharing channels (both digital and traditional), the knowledge-sharing culture encountered, and employee satisfaction with the current knowledge-sharing practices.

PT. Malika Goenawan Erawisata Malang must pay attention to the use of knowledge. This finding also supports the idea that Knowledge Management is a business concept involving deliberate, coordinated efforts made through mutual agreement to manage organizational knowledge. This is done by creating, structuring, disseminating, and applying knowledge to enhance organizational performance and generate value (Massa & Testa, 2009). To produce good organizational performance, a good system is needed. The system is not only the existing regulations, but also involves various parties who are directly linked including human resources as intellectual capital.

Rapert et al. (Rapert, Velliquette, & Garretson, 2002) examine the relationship of vertical communication, consensus strategy, functional performance, and organizational performance. The study found that vertical communication and strategy implementation can improve marketing performance and organizational performance. This is evidenced by the increase in operating net income, gross income, and growth in net income. Singh et al. (Singh, Gupta, Busso, & Kamboj, 2021) suggest that the value placed on knowledge

by top management, along with knowledge-creating practices, influences open innovation, which subsequently impacts organizational performance.

From the perspective of the organization, existing knowledge in PT. Malika Goenawan Erawisata Malang has been used quite well, especially in the process of sharing knowledge. However, to avoid confusion of information, the rules of the leadership of the company can be strengthened and supported by more modern systems such as information systems and technology. In addition, from the characteristics of informants based on years of service, the average informant has a working period of less than or equal to five years. Thus, the process of adaptation or learning process, especially the activity of sharing knowledge becomes mandatory for the achievement of organizational performance. The process of sharing knowledge is still not evenly distributed among employees. Hence, the uniformity of information has not yet appeared.

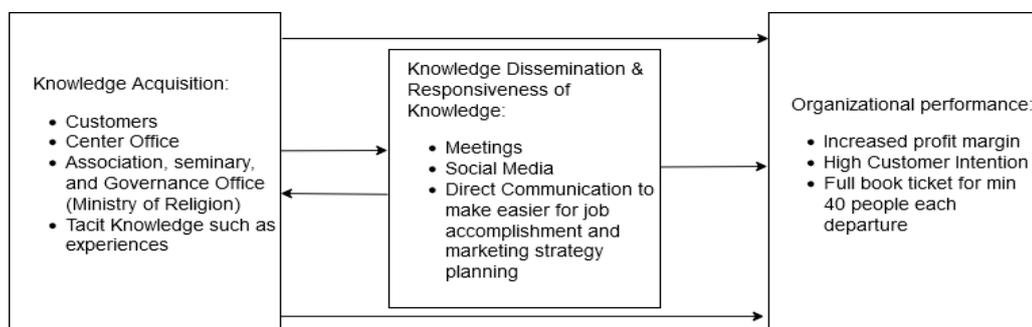


Figure 3. Flowchart of Knowledge Sharing at PT. Malika Goenawan Erawisata Malang

- P1: Acquisition of knowledge PT. Malika Goenawan Erawisata Malang obtained from tacit individuals (leaders), customers, competitors, central leadership (head office), and from external parties (such as associations and rules of the Indonesian Ministry of Religion) encourage the dissemination of knowledge and response to knowledge.
- P2: Dissemination of knowledge through various means, both direct and written, through technological assistance encourages ease of work and formulation of product marketing strategies.
- P3: Responses to knowledge and constructive suggestions/criticisms can generate flexibility in seeing opportunities to improve service and increase customer interest.
- P4: Acquisition of knowledge from various sources, both internal and external, can improve organizational performance through knowledge dissemination and response to knowledge.
- P5: The effectiveness of knowledge sharing that has occurred has played a role in increasing the achievement of organizational performance.

CONCLUSION

This research employs a qualitative approach using a phenomenological study design to explore the role of knowledge sharing in achieving organizational performance at PT. Malika Goenawan Erawisata Malang. The research results show that the role of knowledge sharing is useful in achieving organizational performance, which is based on three main activities, namely the process of gaining knowledge, the process of

disseminating knowledge, and the process of responding to knowledge. Knowledge-sharing activities that often occur in organizations are still conventional in general, and what is often seen is a vertical process (sharing from top to bottom), in addition to knowledge sharing that originates from external to the organization. However, it is still apparent that there is confusion in information and the lack of even distribution of knowledge conveyed by leaders, which hinders the knowledge-sharing process from being able to occur accurately, even though it can run quickly. The achievement of organizational performance so far is said to be quite good, but if the knowledge-sharing process can be even more creative, it is hoped that the achievement of organizational performance can be even more optimal.

When viewed from an organizational perspective, the knowledge that exists at PT. Malika Goenawan Erawisata Malang has been utilized quite well, especially in the process of sharing knowledge. However, to avoid confusion in information, this is because the rules from the company leadership have been strengthened again. Apart from that, if you look at the characteristics of informants based on length of service, the average informant has a work period of less than or equal to five years so in this case the adaptation process or learning process, especially knowledge sharing activities, is something that must be carried out in achieving organizational performance.

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