

Improving Knowledge Sharing in Organizations

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Abstract. Knowledge sharing is a very important part of knowledge management. This article is a literature study on the factors that influence knowledge sharing in organizations. Based on a literature study conducted on the results of research on the factors that influence knowledge sharing in organizations, several factors that influence knowledge sharing are found. These factors are then analyzed and categorized based on aspects of organizational control. Factors that are within the control of the organization amounted to 13 factors. Then this article discusses more about the factors that are within the control of the organization and steps that can be taken by the organization to increase knowledge sharing.

Keywords: Organization, Knowledge Management, Knowledge Sharing

Abstrak. Knowledge sharing adalah bagian yang sangat penting dari knowledge management. Artikel ini merupakan tinjauan literatur tentang faktor-faktor yang mempengaruhi berbagi pengetahuan dalam organisasi. Berdasarkan hasil penelitian tentang faktor-faktor yang mempengaruhi pertukaran pengetahuan dalam organisasi, ditemukan studi literatur yang menunjukkan beberapa faktor yang mempengaruhi pertukaran pengetahuan. Faktor-faktor ini dianalisis dan diklasifikasikan menurut aspek pengendalian organisasi. Ada 13 faktor di bawah kendali organisasi. Maka artikel ini akan membahas lebih lanjut tentang faktor-faktor yang berada dalam kendali organisasi dan langkah-langkah yang dapat dilakukan organisasi untuk meningkatkan informasi.

Kata kunci: Organisasi, Knowledge Management, Knowledge Sharing

INTRODUCTION

Knowledge sharing means the spread of knowledge. Knowledge sharing can be easily interpreted as a management activity in a company that aims to spread knowledge or information. Usually this can be in the form of discussion activities, presentations, tutoring, and many others. Knowledge sharing is also useful for everyone in business companies or even between businesses. With proper implementation, knowledge sharing can be done well so that everyone in the business feels the benefits, grows from one another, and learns from one another. The definition of knowledge sharing according to

experts, among others, according to Visvalingam Suppiah and Manjit Singh (2011) states that knowledge sharing is interaction and communication between individuals and business units. From this, it can be explained that knowledge sharing is an interaction activity between individuals in a business that is mutually beneficial to one another by exchanging thoughts, opinions, or information that is owned. This one component plays a very crucial role in the company because it can improve the performance of an organization. Of course, by disseminating knowledge with other members or with other business units, it will add value and improve company performance in the future. Every organization in this era has to face a very high level of competition. Organizational leaders always try to find competitive advantages to survive in the marketplace. One potential source of competitive advantage is knowledge (Omerzel & Gulev, 2011).

Smith (2001) states that organizations that are able to manage the knowledge of their employees will have a competitive advantage. Ibrahim and Heng (2015) stated that the integration of knowledge and learning into company resources is very important. For that, knowledge needs to be managed. Knowledge management by organizations is known as knowledge management. Girard & Girard (2015) define knowledge management as "the process of creating, sharing, using, and managing the knowledge and information of an organization."

At this time, the concept of knowledge management has been applied in various organizations. For many organizations, knowledge management has become a key success factor (Halawi et al., 2006). However, many organizations have not succeeded in implementing the concept of knowledge management. One reason is the lack of organizational success in encouraging knowledge sharing.

Knowledge sharing is an important and inseparable part of knowledge management. Sanchez et al. (2013) stated that knowledge sharing is a major part of knowledge management. Sajeve (2014) defines knowledge sharing as the "transfer, dissemination, and exchange of knowledge, experience, skills, and valuable information from one individual to another within an organization." Knowledge sharing has various benefits, including: Knowledge sharing encourages the spread of individual learning throughout the organization (Yang, 2007) Knowledge sharing facilitates competency development

(Trivellas et al., 2015) Knowledge sharing has a positive effect on the performance of organizational members (Kuzu & Ozilhan, 2014 and Javadi et al., 2012) Knowledge sharing has a positive effect on innovative work behavior (Akhavan et al., 2015) Knowledge sharing has a positive effect on organizational innovation capabilities (Lin, 2007) According to Lin et al. (2012), knowledge sharing is the most difficult knowledge management activity for organizations to implement. However, organizations that successfully manage knowledge sharing activities well will achieve good knowledge management performance because knowledge sharing is an activity that has the greatest influence on the success of knowledge management (Zaim, 2006). Organizational success in managing knowledge sharing activities will create a competitive advantage (Solek-Borowska, 2015). For that, organizations need to understand the factors that influence knowledge sharing.

Today, the creation and application of new knowledge is essential for the survival of almost any business. There are many reasons. They include (Gurteen, 1999): Intangible products - ideas, processes, information are taking on the growing part of global trade from traditional, tangible goods manufacturing economies. Increasingly the only sustainable competitive advantage is continuous innovation. In other words the application of new knowledge. Increase staff turn over. People don't take jobs to live anymore. When someone leaves a knowledge organization they walk out the door with them. Our problem as an organization is that we don't know what we know. Large global or even small organizations geographically don't know what they know.

ANALYSIS AND DISCUSSION

Knowledge sharing is influenced by various factors, based on the results of research from experts on the factors that influence knowledge sharing. These factors have a significant influence on knowledge sharing. The factors that affect knowledge sharing are divided into two parts:

1. Factors beyond the control of the organization

Factors that are outside the control of the organization are factors that cannot be directly influenced by the organization. For example, neither the motivation of organizational members nor their competence can be directly influenced by the organization. Factors that are beyond the control of the organization in general are factors related to individual characteristics and relationships between individuals.

2. Factors that are within the control of the organization

Factors that are within the control of the organization are factors that can be directly influenced by it. For example, organizations have direct influence over information systems. Organizations can determine the type of information system to be used. The factors that are under the control of the organization in general are factors related to the management of the organization.

The division of the factors that influence knowledge sharing based on the aspect of organizational control over these factors provides practical benefits for the organization. Organizations can focus on increasing knowledge sharing within their organizations by making improvements to factors that are within their control.

Following are some steps that an organization can take to make improvements related to factors that are within its control:

1). Proximity

The research results of Akhbar and Musa (2012) show that proximity has a positive effect on knowledge sharing. Organizations can arrange so that the distance between the work desks of members of the organization is fairly close but still respects the privacy of each member of the organization. Akhbar & Musa (2012) suggest that organizations create discussion rooms that are close enough to the work area so that members of the organization can use the space at any time and spontaneously to carry out knowledge sharing.

2). Organizational Culture (organizational culture)

The results of Borges' (2013) research show that an organizational culture that has a positive effect on knowledge sharing is supportive and team-oriented. Organizations

can create a supportive, team-oriented culture by creating organizational values that value teamwork and mutual support.

3). Information Systems

The results of Supar's (2012) research show that the existence of information technology for knowledge sharing has a positive effect on knowledge sharing. Organizations need to develop information systems that have special features for knowledge sharing and are easily accessible and user-friendly. By doing so, it is hoped that members of the organization can easily share knowledge.

4.) Rewards

The results of Al-Alawi's research (2007) show that rewards have a positive effect on knowledge sharing. Organizations can develop reward systems related to knowledge-sharing activities. One example is giving bonuses to organizational members who actively carry out knowledge sharing.

5.) Organization Structure (organizational structure)

The results of Al-Alawi's research (2007) show that organizational structure has a positive influence on knowledge sharing. Organizations need to develop an organizational structure that allows for participatory decision-making. Knowledge sharing can occur in a participatory decision-making process.

6.) Organizational Justice (Organizational Justice)

The research results of Yesil and Dereli (2013) show that organizational justice has a positive effect on knowledge sharing. Organizations need to treat every member of the organization fairly. An example is giving rewards to members of the organization according to their performance and contribution to the organization.

7). Opportunity to Share Knowledge

The results of research by Abdul-Jalal et al. (2013) showed that the opportunity to share knowledge has a positive effect on knowledge sharing. Organizations need to expand opportunities for members of the organization to share knowledge. Forms of opportunities to share this knowledge can be in the form of meetings, discussions, sharing sessions, opportunities to write articles for company magazines, and others.

8. Team Adequacy (Team Resource Adequacy)

The research results of Xia & Ya (2012) show that team adequacy (adequacy of team resources) has a positive effect on knowledge sharing. Organizations need to ensure that the resources owned by teams or work units within the organization are sufficient, both in terms of human resources, financial resources, and other resources needed by the team to carry out their duties.

9). Transformational Leadership (Transformational Leadership)The research results of Xia and Ya (2012) show that transformational leadership has a positive effect on knowledge sharing. Transformational leaders are leaders who motivate members of the organization to achieve goals that exceed self-interest for the good of the organization (Bass, 1997). Organizations need to develop a transformational leadership style at all levels of the organization. The results of Kelloway and Barling's (2000) research show that a person can be trained to become a transformational leader. Therefore, one way for organizations to develop transformational leadership is through training.

10). Commitment to Training and Development

Abdullah et al.'s (2009) research shows that commitment to training and development has a positive effect on knowledge sharing. Organizations need to be committed to training and developing their members. Training by external trainers will lead to the influx of new knowledge into the organization. Training by members of the organization for other members of the organization will encourage the dissemination of existing knowledge within the organization.

11). Access to Learning Resources (Access to Learning Resources)

According to the findings of Abdullah et al. (2009), access to learning resources (access to learning resources) has a positive effect on knowledge sharing. Organizations need to provide a learning resource for members of the organization, such as online forums, seminars, journal access, and others.

12). Feedback on LearningAccording to the findings of Abdullah et al. (2009), feedback on learning (feedback on learning) has a positive effect on knowledge sharing. Organizations need to encourage feedback on learning activities within the organization. One way is by discussing learning activities on performance appraisals.

13). Retention of Learning

Abdullah et al.'s (2009) research results showed that retention of learning has a positive effect on knowledge sharing. Learning activities produce knowledge. Organizations need to carry out the retention of the knowledge it produces. One way is to ask members of the organization who attend the training at the expense of the organization to write a paper. The written work is then stored in the organization's database.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The division of factors that affect knowledge sharing based on the aspect of organizational control over these factors provides the following benefits: Organizations can focus on increasing knowledge sharing within their organizations by taking improvement steps related to factors that are within their control. Knowledge management researchers can focus on conducting research on the factors that influence knowledge sharing that are within the control of the organization.

Suggestions

Further studies can be carried out to: find other factors that influence knowledge sharing that are under the control of the organization; Develop new research models that only include factors that are within the control of the organization. Examining the relationship between factors that are within the control of the organization and factors that are outside the control of the organization

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