

# **Knowledge Sharing Analysis Process Toward Company Innovation Capability (Case Study Bpd East Java Jakarta Branch)**

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**ABSTRACT:** *The research aim to analyze impact of individual factor (Enjoyment in Helping Others and Knowledge Self Efficacy), organizational factor (Management Support and Organizational Rewards), technology factor (Technology and communication) toward Knowledge Sharing process (Knowledge Donating and Knowledge Collecting) that impacting Company's Innovation Capability. 147 respondent was given saturated sampling questionnaire using Quantitative analysis. Result shows that Enjoyment in Helping Others and Knowledge Self Efficacy have no impact on Knowledge Donating and Knowledge Collecting, Management Support have impact on Knowledge Donating but have no impact on Knowledge Collecting. Organizational Rewards have no impact on Knowledge Donating and Knowledge Collecting. Knowledge Donating and Knowledge Collecting have impact on Innovation Capability.*

**KEYWORDS:** *Knowledge Sharing, Innovation Capability*

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## **I. INTRODUCTION**

Human resources are the most important asset that must be considered and developed, because it cannot be denied that in the current development, human resources are the spearhead of the business cycle. Human resources quality can encourage increased innovation in the company. "Innovation is something that arises and originates from the exchange of ideas from several person" Lush and Nambisan organization (2012). Feedback from every idea can increase creativity and a new innovation. The exchange of ideas is part of knowledge sharing which is positively related to innovation capability. "Knowledge sharing consists of knowledge donating and knowledge collecting" Lin (2007) and Nguyena's (2019). In general, knowledge sharing is a process where individuals mutually exchange knowledge or information through social interaction based on their experiences and skills to share and receive knowledge within the entire organization to create new knowledge. In fact, "Maintaining knowledge sharing is very difficult since individual unwillingness to share knowledge with other colleagues" Teh and Sun (2012). Sometimes there are employees who just silent and do not want to know the circumstances around him. Success factor of knowledge sharing process including individual factors, organizational factors and diagnostic factors. These three factors must always be inseparable.

The research model in this study is based on research conducted by Lin (2007). This study adopts previous research on the analysis of the knowledge sharing process which are influenced by three factors : individual factors (enjoyment in helping others, knowledge self-efficacy), organizational factors (management support, organizational reward), and technological factors and their influence on the innovation capability of a company.

BPD East Java, the regional government bank of East Java, facing many challenges in banking business where almost all banks started to diversify sources of income by maximizing service innovation and optimizing resources. In this case human resources is the most important thing in achieving company goals.

Based on this phenomenon, the aim of the research is to analyze influence of the knowledge sharing process which consists of individual factors (enjoyment in helping others, knowledge self-efficacy), organizational factors (management support, organizational reward) , and technological factors toward company's innovation capability.

## **II. LITERATURE REVIEW**

### **2.1 Knowledge Sharing**

Nonaka, Toyama and Konno (2000), try to provide a basic introduction to the Knowledge Sharing theory known as the SECI (Socialization, Externalization, Combination, Internalization) model through understanding what is meant by knowledge. Knowledge is data and information combined with ability, intuition, experience, ideas, motivation from competent sources. "Knowledge Sharing is a reciprocal process where

individuals exchanging knowledge (tacit, explicit knowledge) and create new knowledge (solutions) together” Van den Hoof and De Ridder (2004). “knowledge sharing process consists of two dimensions, knowledge donating and knowledge collecting” Van den Hoof and De Ridder (2004). Knowledge Donating is an activity of individuals or groups to communicate their intellectual knowledge to others, and Knowledge Collecting is an activity of individuals or groups to consult each other to obtain new knowledge. “Knowledge sharing is influenced by three factors, namely individual factors which consist of Enjoyment in Helping Others and Knowledge Self Efficacy” Lin (2007). Enjoyment in helping others is taken from the theory researched by Organ and Near (1983), concept of altruism. Altruism is an attitude of individuals who always want to help others, due to situational encouragement, someone's problem, someone who needs help, or a request for a particular service. Knowledge Self Efficacy Theory was actually developed based on the thoughts of Albert Bandura (1971) in his book Social Learning Theory. Bandura assumes that everyone learns through direct experience or observation and then apply it into their behavior. Based on this, Flammer (2001) provides an understanding of self efficacy as an individual's ability to make important impact to others. People who have this ability will always look for ways to make things differently where it feels good to them.

The second factor is organizational factors consisting of management support and organizational reward. “Human Resources able to help an organization become a good organization” Ulrich (1998). Change or transformation of Human Resources can only be done with CEO and Management support to create value at workplace that can motivate employees, giving good example, understand the criteria for success and ensuring Human Resources Department realize it. “Rewards have several types given on the basis of individuals, groups or organizations” Robbins (2011). “one of influential thing that arousing individual motivation in knowledge sharing requires a reward in the form of money, if consistently maintain knowledge sharing habits and what is produced from the knowledge sharing process” Bartol and Srivastava (2002). Other rewards is recognition, but money will clearly help motivate more realistically.

The third factor is information and communication technology. Knowledge Management approaches should pay attention to technology infrastructure so that organization able to grow and develop efficiently. Technological factors is a user-friendly technology used as media for knowledge sharing activities. “The use of user-friendly technology affects individuals in using media for knowledge sharing” Wahlroos (2010). Individuals have a tendency to join knowledge sharing media if it easy to use. The ease of this technology can include design features that are easy to understand, clear guidelines and are easy to operate.

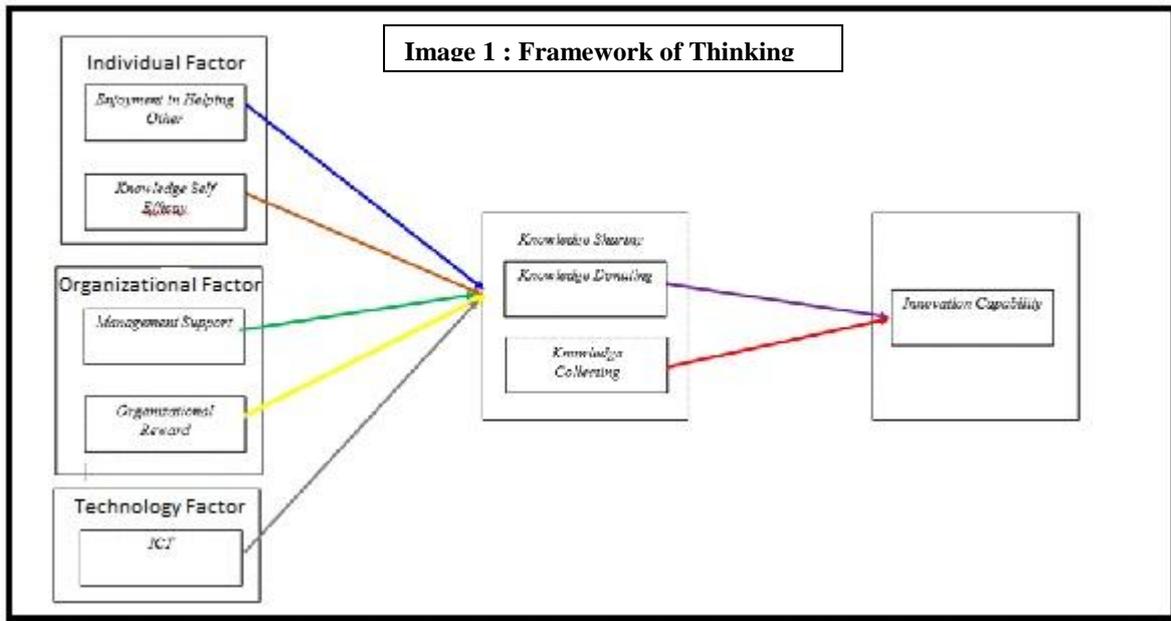
## **2.2 Innovation Capability**

“Most innovative companies are companies that have open minded and collaborative culture” (Robbins & Judge, 2016). Companies that have an innovative culture usually focus on how to solve a problem to maintain sustainability. The key to sustainable innovation is a culture of caring, which encourages to develop creative ideas to maintain and achieve company's goals. “Companies that have innovation capabilities able to develop and adopt new products, respond to all unexpected changes made by competitors” Lin (2007).

## **2.3 Previous Research**

“Knowledge Sharing and Firm Innovation Capability in Croatia ICT Companies” Podrug et al (2017), “Knowledge Sharing Enablers, Process and Firm Innovation Capability” Hussein (2016), “Knowledge Sharing and Firm Innovation Capability an Empirical Study, connecting enablers of knowledge sharing, process and innovation capability of a company” Hsiu Fen Lin (2007). These study examines three factors that influence the success of the knowledge sharing process, consist of individual factors (enjoyment in helping others, knowledge self-efficacy), organizational factors (management support, organizational reward), technological factors (use of information and communication technology) and the impact on company's innovation capability.

## 2.4 Framework of Thinking



(Source : Primary Data)

### 2.4.1 Impact of Enjoyment in Helping Others on the Knowledge Sharing Process

“There are two main things in individual behavior that are quite different but are always noted as the best in several different models. One of it is Altruism. Altruism is an individual attitude who always wants to help others (Enjoyment in Helping Others)” Organ and Near (1983). “There is a significant impact of Enjoyment in Helping Others toward Knowledge Sharing” Lin (2007). Based on the previous description, the hypothesis is :

H1 = There is a significant impact of Enjoyment in Helping Others toward (a) Knowledge Donating and (b) Knowledge Collecting

### 2.4.2 Impact of Knowledge Self Efficacy on the Knowledge Sharing Process

“Efficacy is how someone control themselves and always want to make a difference” Bandura (1977). In its development, the definition of efficacy become the degree of confidence in a person of their ability to complete work tasks and achieve certain results. “Knowledge Self Efficacy has a significant impact on Knowledge Donating and Knowledge Collecting” Hussein et al (2016). Based on the previous description, the research hypothesis is:

H2 = There is a significant impact of Knowledge Self Efficacy toward (a) Knowledge Donating and (b) Knowledge Collecting

### 2.4.3 Impact of Management Support on the Knowledge Sharing Process

“Change or transformation of Human Resources can only be done with the support of the CEO and Management as part of creating a value at workplace that can motivate employees” Ulrich (1998). “Management Support has a significant impact on Knowledge Donating and Knowledge Collecting” Sulistyandari and Sudjono (2011). Based on the previous description, the research hypothesis is:

H3 = There is a significant impact of Management Support toward (a) Knowledge Donating and (b) Knowledge Collecting

### 2.4.4 Impact of Organizational Rewards on the Knowledge Sharing Process

“One of the influential factors in arousing individual motivation in knowledge sharing requires a reward in the form of money, especially if there is the ability to maintain knowledge sharing habits and what is produced from the knowledge sharing process” Bartol and Srivastava (2002). “Organizational Rewards has a significant impact on Knowledge Donating and Knowledge Collecting” Mulyana (2015). Based on the previous description, the research hypothesis is:

H4 = There is a Significant Impact of Organizational Rewards toward (a) Knowledge Donating and (b) Knowledge Collecting

**2.4.5 Impact of Information Technology on the Knowledge Sharing Process**

“Knowledge Management is more than just technology, it is a part of Knowledge Management” Devenport & Prusak (1998). “There is a significant impact on the use of IT with knowledge donating and knowledge collecting” Podrug et al. (2017). Based on the previous description, the research hypothesis is: H5 = There is a Significant impact of Information Technology toward (a) Knowledge Donating and (b) Knowledge Collecting

**2.4.6 Impact of Knowledge Sharing on Innovation Capability**

“Knowledge Sharing consist of Knowledge donating and Knowledge Colleceting” Hoof and Weenan (2004). Knowledge Donating is a behavior of individuals or groups to communicate their intellectual knowledge to others. Knowledge donating, also known as an individual communication process, aims to see how individual knowledge changes into organizational / group knowledge from time to time, so that knowledge in the company will keep increasing. “There is significant impact on knowledge sharing on innovation capability” Lin (2007). Based on the previous description, the research hypothesis is: H6 = There is a significant impact of (a) Knowledge Donating and (b) Knowledge Collecting toward Innovation Capability

**III. RESEARCH METHODS**

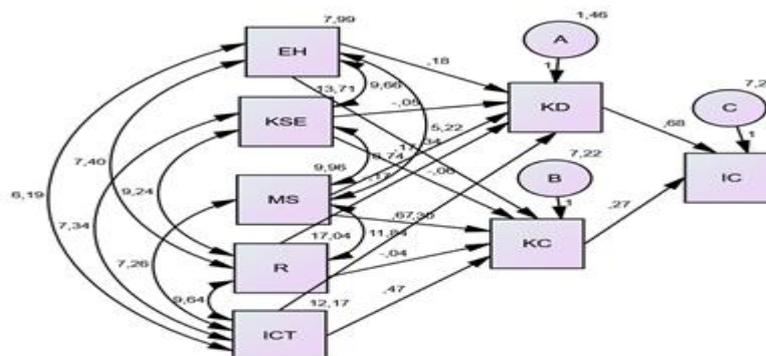
**3.1 Population and Sample**

The population are 147 employees of BPD East Java, Jakarta Branch and Sub-Branches. Saturated sample taken is permanent employees that have been work more than one year. The reason for determining these requirements is because permanent employees who have worked for more than one year are considered to have experience in their work and already have knowledge and skills in their field.

**IV. RESEARCH RESULT**

Based on the fit SEM model, analysis of the full model can be seen in the following figures and tables:

**Image 2: Full Model SEM**



**Table 1: SEM Analysis Result (Full Model)**

	Estimate	S.E.	C.R.	P	Label
KD <--- EH	,185	,098	1,879	,060	par_1
KD <--- KSE	-,045	,071	-,637	,524	par_2
KD <--- MS	,171	,078	2,203	,028	par_3
KD <--- R	-,166	,062	-2,702	,007	par_4
KD <--- ICT	,666	,042	15,865	***	par_5
KC <--- EH	,344	,219	1,573	,116	par_6
KC <--- KSE	-,059	,158	-,371	,711	par_7
KC <--- MS	,297	,173	1,718	,086	par_8
KC <--- R	-,037	,137	-,272	,786	par_9
KC <--- ICT	,472	,093	5,058	***	par_10
IC <--- KD	,678	,136	4,981	***	par_11
IC <--- KC	,271	,096	2,808	,005	par_12

(Source: Primary Data)

#### **4.1 Enjoyment in Helping Others Hypothesis Toward (a) Knowledge Donating and (b) Knowledge Collecting**

Table 1 show that the test results on hypothesis 1 (a) have a C.R value of 1.876 (less than 1.96) with a significant level of 0.060 (greater than 0.05). The test results show that Hypothesis 1 (a) is rejected, which means that Enjoyment in Helping Others has no significant impact on Knowledge Donating. Hypothesis 1 (b), Enjoyment in Helping Others has no significant impact on Knowledge Collecting. Based on the test results, the C.R value in hypothesis 1 (b) is 1.573 (less than 1.96) with a significant level of 0.116 (greater than 0.05). It can be concluded that Hypothesis 1 (b) is rejected. The results of this study are similar with research conducted by Nguyena et al. (2019)

#### **4.2 Knowledge Self Efficacy Hypothesis Toward (a) Knowledge Donating and (b) Knowledge Collecting**

Table 1 show that the C.R value on hypothesis H2 (a) is -0.637 (less than 1.96) with a significant level of 0.524 (greater than 0.05). This value shows that Knowledge Self Efficacy has no significant impact on Knowledge Donating. From the test results, it can be concluded that Hypothesis 2 (a) is rejected. Hypothesis 2 (b) show that the CR value for hypothesis 2 (b) is -0.371, smaller than 1.96) with a significant level of 0.711 (greater than 0.05), it can be concluded that Knowledge Self Efficacy has no significant impact towards Knowledge Collecting which means Hypothesis 2 (b) is rejected. This research is similar with the research conducted by Sulistyandari and Sudjono (2011) which states that Knowledge Self Efficacy has no significant impact on Knowledge Donating and Knowledge Collecting.

#### **4.3 Management Support Hypothesis Toward (a) Knowledge Donating and (b) Knowledge Collecting**

Table 1 show that the C.R value for hypothesis 3 (b) is 2.203 (greater than 1.96) with a significant level of 0.028 (less than 0.05). It can be concluded that Hypothesis 3 (a) is accepted, which means that Management Support has a significant impact on Knowledge Donating. The results of this study are similar with research conducted by Podrug et al. (2017). The results of his research show that Management Support has a significant impact on Knowledge Donating. Hypothesis 3 (b) showed a C.R value of 1.718 (less than 1.96) with a significant level of 0.086 (greater than 0.05). The conclusion is that hypothesis 3 (b) is rejected. This research is similar with research conducted by Gustiniano and Lombardi (2016), Management Support did not have a significant impact on Knowledge Collecting.

#### **4.4 Organizational Rewards Hypothesis Toward (a) Knowledge Donating and (b) Knowledge Collecting**

Table 1 show in hypothesis 4 (a) the C.R value obtained is -2.702 (smaller than 1.96) with a significant level of 0.007 (less than 0.05). This figure identifies that Organizational Rewards has no significant impact on Knowledge Donating, which means that Hypothesis 4 (a) is rejected. Hypothesis 4 (b), show the value of C.R - 0.272 (less than 1.96) and a significant level of 0.786 (greater than 0.05). The conclusion is that Hypothesis 4 (b) is rejected, which means that Organizational Rewards has no significant impact on Knowledge Collecting. This research is similar with research conducted by Nguyena et al. (2019), Organizational Rewards had no significant impact on Knowledge Donating and Knowledge Collecting.

#### **4.5 Use of Information Technology Hypothesis on (a) Knowledge Donating and (b) Knowledge Collecting**

In Table 1, C.R value for hypothesis 5 (a) is 15.865 (greater than 1.96) with a significant level of 0.000 (less than 0.05). The test results show that the Use of Information Technology has a significant impact on Knowledge Donating, which means that Hypothesis 5 (a) is accepted. Hypothesis 5 (b) show a CR value of 5, 058 (greater than 1.96) with a significant level of 0.000 (less than 0.05), which means that the use of Information Technology has a significant impact on Knowledge Collecting. , Hypothesis 5 (b) is accepted. The results of this study are similar with research conducted by Fen Lin (2007), Use of information technology has a significant impact on Knowledge Donating and Knowledge Collecting.

#### **4.6 (a) Knowledge Donating and (b) Knowledge Collecting Hypothesis Toward Innovation Capability**

The CR value obtained in the calculation of Hypothesis H6 (a) is 4.981 (greater than 1.96) with a significant level of 0.00 (less than 0.05). It can be concluded that Knowledge Donating has a significant impact on the Innovation Capability of BPD East Java, which means hypothesis H6 (a) is accepted. Hypothesis 6 (b) show CR value of 2.808 (greater than 1.96) with a significant level of 0.005 (less than 0.05), it can be concluded that Hypothesis 6 (b) is accepted. Knowledge Collecting has a significant impact on Innovation Capability. The results of this study are similar with research conducted by Yessil et al (2013), Knowledge Donating and Knowledge Collecting have a significant impact on Innovation Capability.

## **V. DISCUSSION**

Empirically and theoretically, this study aims to see the “enablers”, processes and results of the sharing knowledge. The results showed that enjoyment in helping others and knowledge self-efficacy, did not significantly impact the knowledge sharing process. This implies that employees do not enjoy helping others so that employees are not motivated to do knowledge donating and collecting. In addition, employees may not have a sense of confidence in their ability to share knowledge that might be beneficial to the company, so that no motivation for employees to engage in knowledge sharing. The results of this study conducted by Nguyen et al (2019), Sulistyandari and Sudjono (2011).

Related to organizational factors, management support has an impact on knowledge donating but not on knowledge collecting. This study shows that management's drive to share knowledge results in employees' willingness to share knowledge. Therefore, management must be able to provide the right policies to encourage a culture of sharing knowledge. This research conducted by Podrug et al (2017), Gustiniano and Lombardi (2016). Meanwhile, organizational reward has no impact on the knowledge sharing process. This study implies that employees are more motivated by management encouragement through a culture of social interaction than a compensation from the company. In these circumstances the company needs to make policies that are relevant to the current situation. This research conducted by Nguyen et al (2019).

In the technological factor, the results show that information and communication technology have an impact on the knowledge sharing process. The results of this analysis indicate that information and communication technology can facilitate the process of sharing knowledge. Employees can access, apply and share knowledge easily and quickly. This study conducted by Fen Lin (2007).

Willingness of employees to do knowledge donating and knowledge collecting has a significant impact on the innovation capabilities of the company, this research shows that innovation involves a broad knowledge-sharing process such as the implementation of new ideas, processes, products or services. A positive knowledge sharing culture can help improve a company's innovation ability. Therefore, the changes made by companies are very important to enhance the culture of sharing knowledge. Companies should increase the budget for training costs so that employees' transfer of knowledge can be done in the best possible way. In addition, companies can also change employees that have new ideas, or create special teams such as “talent management” which is prepared to produce a generation that has new initiatives and ideas.

## **VI. CONCLUSION**

1. Enjoyment in Helping Others has no significant impact on Knowledge Donating and Knowledge Collecting
2. Knowledge Self Efficacy has no significant impact on Knowledge Donating and Knowledge Collecting
3. Management Support has a significant impact on Knowledge Donating but has no impact on Knowledge Collecting
4. Organizational Rewards have no significant impact on Knowledge Donating and Knowledge Collecting
5. The use of Information Technology has a significant impact on Knowledge Donating and Knowledge Collecting
6. Knowledge Donating and Knowledge Collecting have a significant impact on Innovation Capability

This research can provide a reference on how a company can enhance the culture of sharing knowledge to maintain and improve the company's innovation performance. All elements such as organizational culture, management support, information and communication technology and human resources are important in the knowledge sharing process.

## **VII. RECOMMENDATION**

1. Although in research, individual factors have no impact on the knowledge sharing process, company managers need to increase the level of pleasure experienced by employees while doing the knowledge sharing process. In addition, managers also need to provide useful feedback to increase employees' self-efficacy knowledge. Independent staff can be formed by recruiting and selecting employees who are motivated, proactive and have cognitive intelligence
2. Companies need to recruit managers who have superior competencies who have knowledge of the sharing process that can increase company innovation. Compensation such as incentives, salaries, and positions need to be schemed but it is not fundamental to the company because basically the company needs a manager who is able to recognize the organizational culture that can provide relevant and targeted policies.
3. Companies need to improve their technological approach to facilitate the knowledge sharing process. The process of sharing knowledge is not only related to social interaction but also related to tools that can facilitate employees' willingness to share knowledge.

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