Conceptual Model of Knowledge Sharing

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I. INTRODUCTION


Knowledge Sharing Also Covers Thinking, Experiences, And Ideas Stimulation Among Members (Tong, ET AL., 2013). Besides, It Also Includes Verbal Communication Of A Particular Task Or Artifacts Exchanges As Well
As Implicit Coordination Of Knowhow And Other Information (Knows What) In A Group Or Organization (Cummings, 2004). Knowledge Sharing Has Become An Interesting Research And Argumentation Topic In Academic And Practitioner Areas Recently (Sohail & Daud, 2009; Gupta, Et Al., 2000). The Argumentation Tend To Focus On The Impeding And Encouraging Factors Of Knowledge Sharing Activity In An Organization. Besides, This Also Covers The Benefits That May Be Obtained By An Organization. Therefore, This Paper Aims To Evolve The Framework Of Knowledge Sharing Based On Empirical Research Results.

Theoretical Framework

Theory Of Social Cognitive

Knowledge Sharing Can Also Be Explained Through Theory Of Social Cognitive. This Theory States That An Individual Behavior Is A Dynamic, Reciprocal Or Interactive Activity. Theory Of Social Cognitive Was Developed By Bandura In 1986 And Is Well Known As Theory Of Social Learning. This Theory States That An Individual Learning Behavior Is Affected By Social Environment. The Environment Includes Human Being And Other Factors In The Organization. The Theory Also Assumes That Decision Making And Expectation Are Influenced By Combination Of Three Factors, They Are Individual, Social, And Environment.


Theory Of Psychological Contract


Knowledge Sharing Dynamics


Hsu (2006) Suggests 3 Approach, They Are (1) Organizational-Based Approach Which Is Performed Through Process, Structure, And Management Style; (2) Incentive-Based Approach To Encourage Knowledge Sharing Activity Through Financial And Non-Financial Policies; (3) Technology-Based Approach To Facilitate Knowledge Sharing Activity Through Instrument And Technology. Based On Taxonomy Of Knowledge Management System, There Are 4 Mechanisms In Sharing Knowledge Within An Organization. The Four Mechanisms Are (1) Knowledge Contribution To An Organizational Database; (2) Knowledge Sharing In A Formal Interaction Or A Team Or A Division; (3) Knowledge Sharing In An Informal Interaction Between Individual; (4) Voluntarily Knowledge Sharing In A Community Related To Interesting Topics (Kharabseh, 2007).

II. KNOWLEDGE SHARING MODEL


There Are Some Working Framework Weaknesses Offered By Ipe (2003), (1) It Did Not Explain The Factors That Influence Knowledge Sharing Behavior In Detail; (2) It Did Not Provide Appropriate Strategies To Divide The Two Types Of Knowledge Since Each Of Them Has Different Characteristics. Based On The Fact, The Purpose Of This Paper Is To Revise The Offered Framework By Ipe (2003), And The Framework Can Be Seen In Figure 1.

![Knowledge Sharing Framework](image)

**Gambar 1. Knowledge Sharing Framework Between Individuals In Organization**

Willingness To Share


III. THE CHARACTERISTICS OF KNOWLEDGE AND SHARING STRATEGIES

The Most Important Thing In Sharing Tacit Knowledge Is Face To Face Interaction. Direct Interaction Let The Knowledge Owner To Externalize Or Deliver The Knowledge To Be Internalized By The Receiver. In Terms Of Sharing, Tacit Knowledge Can Be Transferred Directly To The Receiver Or Converted Into Explicit Knowledge (Tounkara, 2013). Tacit And Personal Knowledge Can Only Be Disseminated Through Social Interaction. Tacit Knowledge Can Also Be Disseminated If There Are Some Intrinsic Motivation, Such As Hospitality And Friendship (Osterloh & Frey, 2000).


Personal Factors
Belief. Belief Is An Important Precondition Factor In The Process Of Knowledge Sharing. The Basic Premise Is That Other People Might Also Do The Same Thing. In This Case Is Sharing Knowledge. According To Paliszkiewicz (2010), Most People Who Believe Will Think That Others: (1) Work For The Sake Of The Organization, (2) Are Honest, And (3) Act Or Respond Positively. Belief And Openness In An Organization Culture Encourage The Activity Of Knowledge Sharing Between Individual, Thus, Trustworthy Behavior Improve The Communication Speed To Let Colleague To Share Personal Problems And Knowledge Deliberately (Kim & Lee, 2006). The Knowledge Owner Tend To Share The Knowledge In A Believable Group. Therefore, It Is Impossible To Share Knowledge If The Trustworthy Atmosphere Does Not Exist (Milovanovic, 2006), Hence It Can Be Concluded That There Is A Relationship Between Belief And Knowledge Sharing Activity (Levin & Cross, 2006).


Organizational Factor
Leadership. Leadership Has An Important Role In Implementing Knowledge Management. A Leader Can Create, Direct, Motivate, Form Knowledge Sharing Culture, And Develop Infrastructure That Support Employers To Share Knowledge So That The Knowledge Management Runs Well. Several Studies Show That Leadership Styles Are Significantly Influence The Environment Effectiveness In Sharing Knowledge (Mitchell And Boyle, 2009; Tse And Mitchell, 2010; Pieterse, Et Al., 2010; Shin And Zhou, 2003). Leadership Styles Might Influence The Leader Communication Pattern In An Organization So It Can Cause Knowledge Retention And Improve Members’ Commitment In The Organization. An Organization That Intensify Knowledge, Known That The Leader Supports Knowledge Sharing Activity Rather Than Functions As Knowledge.


Culture
IV. CONCLUSION

Knowledge Sharing is an independent activity influenced by various factors, such as the nature of knowledge, personal, and organizational. The subjective characteristic of tacit knowledge can be disseminated to others through observing, imitating, and practicing as well as learning from mentors. It is different from explicit knowledge which can be disseminated through reinterpreting or internalizing. Sharing knowledge also occurs if an individual is willing to share information or intellectual capital to others. The motivation to share is a fundamental aspect. Sharing motivation is influenced by various factors, such as belief, organization citizen behavior, and organizational commitment. In addition, organizational factors such as leadership, organizational justice, and organizational culture also influence the knowledge sharing process. Hence, sharing knowledge occurs if the above-mentioned factors appear as expected.

REFERENCES

Journal Papers:


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