

RELATIONSHIP BETWEEN KNOWLEDGE SHARING TO INDIVIDUAL PERFORMANCE: THE ROLE OF ORGANIZATIONAL CULTURE AND RELATIONSHIP QUALITY AS MODERATOR IN FAMILY BUSINESS

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1 **RELATIONSHIP BETWEEN KNOWLEDGE SHARING TO INDIVIDUAL PERFORMANCE: THE ROLE OF ORGANIZATIONAL CULTURE AND RELATIONSHIP QUALITY AS MODERATOR IN FAMILY BUSINESS**

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ABSTRACT

The main purpose of this research is investigate the relationship between knowledge sharing on individual performance with organization cultural as variable moderator and relationship quality of family business in Jogjakarta, Indonesia. The difference is the use of ⁶tacit knowledge sharing and ⁶explicit knowledge sharing in the model research. The theory used is a knowledge management theory of Nonaka (1991) on knowledge sharing. The effectiveness of knowledge management depending on the ability of knowledge sharing. The organization culture is an important role in knowledge sharing. Moreover using a relationship quality as moderator variable, the relationship quality will increase resources exchange between superior and subordinate for the task (Liao, Liu and Loi, 2010). The relationship quality capable of makes the communication interpersonal more often, ³support and trust between superior and employees (Dulac, Coyle-Shapiro, Henderson and Wayne, 2008; Graen and Uhl-bien, 1995). The finding result show ²no influence of tacit knowledge sharing on individual performance with organization culture as moderated, but the tacit knowledge sharing has influence on individual performance as with relationship quality as moderated. The explicit knowledge sharing has influence on individual performance with organization culture as moderated. Relationship quality has not shows the role as moderator variable on explicit knowledge sharing in individual performance.

KEYWORDS: Organization Culture, Relationship Quality, Knowledge Sharing, Individual Performance

INTRODUCTION

Knowledge Management

The ability of the organization in the field of knowledge and technology is an important factor to competitiveness. The competition need a change of paradigm which was originally rely on resources-based competitiveness to knowledge-based competitiveness can tangible technique, method, production and equipment or machine be used in a process production. The knowledge-based competitiveness resting on knowledge and technology, human resource development were the role of education and knowledge very important. The ability of knowledge is the key to win the competition (Bornemann, Graggober, Hartieb, Hympl, Koronakis and Primus, 2003).

Concretely, the mastery of the knowledge and technology has 4 (four) essential components (Gauthama, 1999) i.e. technical devices (*technoware*), human device (*humanware*), information device (*infoware*) and organization (*orgaware*).

Knowledge in organization is one of resources form competitive advantage companies as the resources valuable, not easily imitated and cannot substituted (Barney, 1991), and difficult adapted competitors. According Kimpeler (2001) said the knowledge has its allow a factor intangible production, capable of forming cooperation, strategic partnership and strategy in the networking. Knowledge embedded on an individual that each individual having knowledge different each other. Knowledge as assets valuable should organization manage knowledge a good (Davenport and Prusak, 1998).

Knowledge is resources critical for organizational is able to provide competitive advantage in sustainable in dynamic economic competition (Davenport and Prusak, 1998; Foss and Pedersen, 2002; Grant, 1996; Spender and Grants, 1996). Knowledge can be understood as assets individuals or assets organization is tacit and explicit (Hansen and Avital, 2005).

Explicit knowledge is easily modified and articulated as well as objective nature, spatially formal and systematic easy to communicated and dispensed (Carrillo, Robinson, Al-Ghassani and Anumba, 2004). Polanyi (1966) said when tacit knowledge can be controlled in personal mind, explicit knowledge in fact must be dependent on the understanding and application in tacit, then from it actually all knowledge of tacit knowledge.

Knowledge Sharing in Family Business

The key to the success of knowledge management is the application of knowledge sharing (Nonaka and Takeuchi, 1995; Alavi and Leidner, 2001), as one of the most important parts of knowledge management is how to encourage individual in organization to perform knowledge sharing (Orr and Persson, 2003). Knowledge sharing is a broader concept of transfer of knowledge, emphasizing social interaction or process to perform the exchange of knowledge (Grant, 1996; Govindarajan and Gupta, 2000).

The implementation of knowledge management could not in spite of activities knowledge sharing, where a willingness to divide knowledge between individuals indispensable. Further, that knowledge sharing involves the share through communication between personal and others. Knowledge that is stored each individual will be part of knowledge organization.

Davenport and Prusak (1998) explained the role of knowledge management in family business is a mix fluid of framed experience, values, contextual information, expert insights and grounded intuitions that provides a framework for evaluating, as well as incorporating new experiences and information.

Knowledge in the environment family business implanted not only in a document or warehouse, but there are in routine activities organization, the process, practices and norms in organizational with the asset family business of tacit knowledge could be developed are the aptitude of family business competitiveness (Tiwana, 2000). If there is personal who has knowledge over production process sudden leave the organization is a gap knowledge (Brossler, 1999). Because it is important for family business to utilise and managing assets intangible owned differently with assets physical owned (Tiwana, 2000). According to result survey by Kementerian Koperasi and UKM Republik Indonesia (2012) the number of companies in Indonesia as many as 56.534.592 unit and 90 percent are categorized SMEs industries. Family business in Indonesia and some the country is dominated by small and medium enterprises (Astrachan and Shanker, 2003; Chrisman, Chua and Sharma, 2005), and indirectly family business having role similar with small and medium enterprises in the contribution of GDP.

Family business is business owned family, in making and recovery policy organization dominated by members of emotional group (Carsrud, 1994). Family business having uniqueness in the confidence and the core values who still stay there. The role of the founder of is very important in establish the identity of organization, basic beliefs and business purposes. Studies previously discuss the ownership in family business (Mutunga and Gachunga, 2013; Durst and Wilhelm, 2012; Sreih, Djoundourian and Salpie, 2008; Sardeshmukh, 2008), but this study is emphasized on how to prepare the next generation through knowledge sharing was an important aspect success that succession. Result of succession determine sustainability the future family business (Moores and Mary, 2002; Rohland, 1996).

The research on transition ownership family business of the owner earlier to sucesor has been done (Morris, Williams, Allen and Avila, 1997; Sardeshmukh, 2008; Sreih et al., 2008), but this study is more emphasis on how to prepare generation sucesor through knowledge sharing who became important aspect the ownership almost the same as research by Sardeshmukh (2008).

Research of the effectiveness of transition the previous generation to the next generation in communication with knowledge sharing by Wang, Watkins, Harris, and Spicer (2004) even when business is still in supervision (Jasani, 2002). One of the keys the effectiveness of succession is communication and guidance optimal the exact time than the previous (Carlock, 2010). Smyrnois and Grants (2006) the key factor family business located at the founder of or owner.

Often the previous generation refused to submit their business because they felt less ready to give management to generation the successor (Sharma et al., 2001), there a total vacuum estafet ownership family business (Hall and Mattias, 2008; Lansberg, 1999; Morris, Williams and Avila, 1997) found that only 30 percent of the total family business can survive during the period between the first generation to generation (Dickins and Sarbey, 2011; Wade, 2012).

Failure occurring in succession of family business for several factors among others: (1) lack of knowledge sharing of a precursor to successor (Trow, 1961; Hatak and Roessl, 2011) and (2) lack of succession planning (Healey, Marchese and Jossey, 2012). The founder of refused to submit their business because of a lack of ready to give control management the next generation (Sharma, Chrisman, Pablo and Chua, 2001), there a total vacuum of owner estafet. The research ever more review tacit knowledge (Haldin, 2008; Ngah and Jusoff, 2009; Haldin, 2002) connected with organizational performance (Ngah and Jusoff, 2009).

Besides research knowledge management general use the organization technology that tends to high-tech (Felicia, Dorel Mihai Paraschivand and Irina Pugna, 2008; Alhawamdeh, 2007; Herschel and Jones, 2005; Dous, Salomann, Kolbe and Walter Brenner, 2005). This research review tacit and explicit knowledge sharing on the individual performance by organisation culture and relationship quality as moderator variable.

Organizational Culture and Relationship Quality as Moderator Variable

This research include a moderator variable of organizational culture and relationship quality in connection between knowledge sharing on individual performance. A strong support organizational culture will strengthen individual do knowledge sharing (Eisenberger, Hutington, Hutchisan and Sowa, 1986). The better organizational culture and better knowledge sharing a person does and would improve the individual performance, so does the contrary. Astrachan, Klein and Smyrniotis (2002) found value and organizational culture be important element in the family business, they include culture in their research to judge family affluence to companies.

The results of the study by Danish, Munir and Deeds (2012) indicate that organizational culture as moderating the relationship between knowledge management and organizational effectiveness. The results of that is almost the same indicated by Alharbi (2012); Erkutlu (2010); Lee (2009); Erdogan, Liden and Kraimer (2006); Mushref (2014) found that organizational culture is the moderator variable in the knowledge sharing on effectiveness organization.

The research by Erdogenet (2006); Alharabi (2012) and Danishet (2012) said that organizational culture is the moderator variable the relationship between knowledge management and organizational effectiveness. Knowledge management practices have strong relations with the effectiveness of the organization while this relationship moderated by corporate culture conducive. Practical organization indicated that have got to promote practice knowledge management supported with organizational culture is conducive because these this has contributed to the organizational effectivity .

Denison (1984) conducted research on the performance of culture was 34 corporate in America on the basis of the characteristics that help improve the performance of time to time. Organizational culture and the performance of mutual related to each other based on the relation that perfect in the process of business (Reichers and Schneider, 1990). Organizational culture strong in the family business will increase cooperation among the family members and confirmed the culture sharing from generation to generation (Chirico, 2006).

Organizational culture give competitive advantage family business, because a member of family and outsiders having consideration over the together to get the best of result (Voordecker, Voordeckers, Gils, Van den Heuvel, 2007). The quality of relationships will facilitating exchange of resources between superior and employees necessary for the completion of duty (Liao, Liu and Promoted, 2010). In other words, the relationship quality will increase exchange knowledge later on improving the individual performanc in organization. Relationship quality makes the communication interpersonal more often, there is support and confidence between by superior and employees larger (Dulac, Coyle-Shapiro, Henderson and Wayne, 2008; Graen and Uhl-bien, 1995). The condition it allows both sides to accommodate the demands of the changes that was in progress.

PROBLEM STATEMENT

First, the importance of research about knowledge sharing in the individual performance in the family business in Indonesia. *Secondly*, the importance of testing about relationship between explicit and tacit knowledge sharing on individual performance in the family business. *Thirdly*, limitation of research publication on moderator variable have a relation knowledge sharing with the individual performance. A moderator variable proposed in this research was organizational culture and relationship quality .

Based on formulation these problems, the question of this research is:

- Does the tacit and explicit knowledge sharing have relationships with the individual performance?
- Does organization culture as moderator variable have relationship with the tacit and explicit knowledge sharing on the individual performance?
- Does relationship quality as moderator variable have relationship with the tacit and explicit knowledge sharing on the individual performance?

RESEARCH METHODOLOGY

This research is an explanatory or explanation research, because this research by conducting an explanation for the phenomenon of the relationship between based variable theory and previous research using data empirical (Cooper and Schindler, 2003). This research using independent variable of knowledge sharing consisting of the tacit and explicit knowledge sharing, and a moderator variable of culture organizational and relationship quality.

The dependent variable of this research is the individual performance. The research was done in family business in Yogyakarta Indonesia, consisting of Yogyakarta and 4 (four) region (Bantul, Sleman, Gunungkidul and Kulonprogo). The reasons for the selection this area because Yogyakarta is one of sentra family business in Indonesia and the majority of small and medium enterprises (Kementerian Koperasi and UKM Republik Indonesia, 2012).

The technique of taking sample on the research using the method of non random sampling of purposive sampling (Criteria, 2006). The criteria of respondents in this research is owner or manager family business in Yogyakarta, Indonesia with new generation was the first of the second generation. The data collection was done observation, the distribution of questionner and the interview directly to respondents and the process Focus Group Discussion (FGD), as well as to identify depth interview to several people.

The model of research conducted combining 3 (three) models of research by transformation variable outcome, the majority of organizational performance (in the form of both innovation or effectivity) on the individual performance. The reason of the individual performance as variable outcome based opinion by Lin (2007) that the management of power can be undertaken in a effective in an enterprise if a person have a desire cooperation with fellow for mutual contributed knowledge that they have in organizational. The model of research shown in Figure 1.

Knowledge sharing divided into 2 (two) components is the tacit and explicit knowledge sharing (Polanyi, 1966). Tacit knowledge sharing was reference on perceptual employees of the level of knowledge sharing that was delivered through a formal or informal discussion, collaboration with colleagues and in their own a kind of knowledge sharing. Tacit knowledge sharing is embedded in a member of a includes many knowledge that influences the effective of performance in organization (Howells, 1996).

The influence of tacit knowledge sharing on the individual performance developed by Rong et al. (2007), Akram and Bokhari (2011), Rob Cross and Cummings (2004), while Ngah (2009) said the influence of tacit knowledge sharing on performance organization. The result research by Edmondson et al. (2003) that the difference between tacit and explicit knowledge sharing in improving performance, Keskin (2005) explained explicit knowledge sharing affect of performance. The influence of tacit and explicit knowledge on performance, either individually and organization.

According to Erdogen et al. (2006), Kinasti (2011), Danish et al. (2012), Alharbi (2012) indicate that organization culture is a moderator variable in the relationship between knowledge management and organizational effectiveness. The effectiveness of organization is defined as progress of organization able to reach the thing desired (Etzioni and Amitia, 1964 in Danish et al., 2012) almost equal to understanding about the performance of the organization. Danish et al. (2012) that organization culture as variable moderator give a strong positive in the relationship between knowledge management and effectiveness organization.

Anderson and Gerbing (1988) stated in his research that quality relationship make trust increased and influential on performance. The result research of Wang and Jian (2013) states relationship quality be moderator variable in the relationship between knowledge sharing with service innovation performance. Based on exposure to the hypothesis of this research is as follows:

Hypothesis 1a: Tacit knowledge sharing has a relationship with individual performance.

Hypothesis 1b: Explicit knowledge sharing has a relationship with individual performance.

Hypothesis 2a: Organization culture as moderator variable in relationship between tacit knowledge sharing on the individual performance.

Hypothesis 2b: Organization culture as moderator variable in relationship between explicit knowledge sharing on the individual performance.

Hypothesis 3.a: Relationship quality as moderator variable in relationships between tacit knowledge sharing on the individual performance.

Hypothesis 3.b: Relationship quality as moderator variable in relationships between explicit knowledge sharing on the individual performance.

The operational of variable in the research shown in Table 1, and the research model is follow of Figure 1.

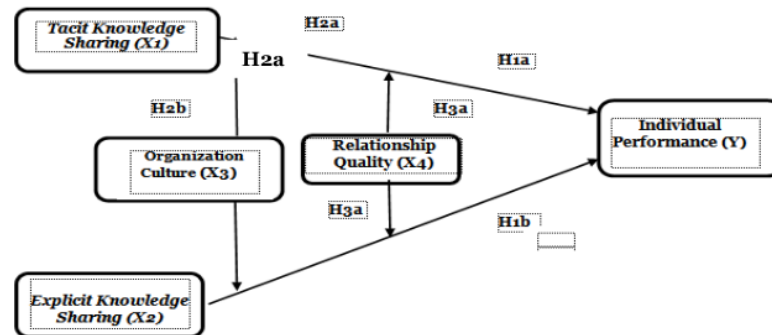


Figure 1: Research Model

Source: Model modification of research by Ngah and Jusoff (2009), Danish, Munir and Saleh (2012), Jian and Wang (2103)

Table 1: Variables And Operational Definition of Research

No.	Variable	Dimension	Operational Definition
1.	Knowledge sharing	Tacit knowledge sharing	Exchange a notion or of expertise and experience which a person does with the other company.
		Explicit knowledge sharing	Knowledge exchange who easily documented and formed, can be made, written, transferred and followed units organization between orally or computer program, patent, diagrams and information technology.

No.	Characteristic	Value	Description
2.	Individual performance	-	Performance the owner or the next generation family business with the size of performance standard. Performance indicators standards derived from the job description individual.
3.	Organizational Culture	-	Culture family business as value together in between the family members and something a complex include knowlegde, trust, art, moral, law, customary, each skill other and habits of a obtained.
4.	Relationship quality	-	How excited or satisfied an individual in conjunction, but there is consensus about definition of the quality relationships or theory by Johnson (1995) and Fincham & Beach (2010)

Source: Managed Data (2014)

RESULTS AND DISCUSSIONS

The distribution result of the respondents based on the demography respondent included characteristics data. The data were collected using a question given directly to the owner of the family business. The data collection shown in Table 2 about the characteristics of respondents.

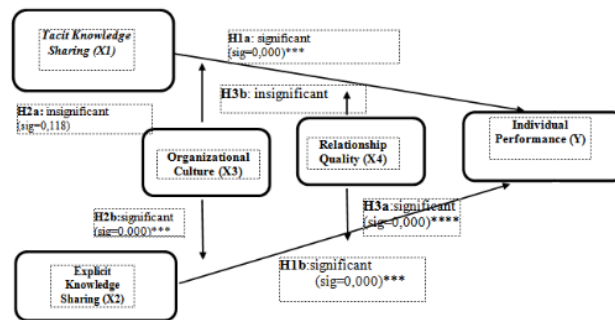
Table 2: The Characteristics of the Respondents

No.	The Characteristics	Frecuency	Percentage
1.	Gender:		
	(1) Male	155	45,6%
	(2) Female	185	54,4%
2.	Education Category:		
	(1) Elementary School	40	12%
	(2) Junior High School	192	56%
	(3) Diploma/Graduated	98	29%
	(4) Magister/Doctoral	10	3%
3.	Age Category:		
	(1) <25 years old	7	2%
	(2) From 25 to 35 years old	78	23%
	(3) From 36 to 45 years old	136	40%
	(4) From 46 to 55 years old	112	33%
	(5) From 56 to 65 years old	7	2%
	(6) > 65 years old	0	0%
4.	Generation of company:		
	(1) First	313	92%
	(2) Second (son/daughter in law)	17	5%
	(3) Third (grand son)	3	1%
	(4) > Third	7	2%
5.	Owner of Family business:		
	(1) Owner	326	95,9%
	(2) Son/daughter in law	13	4%
	(3) Grand son/daughter	0	0%
	(4) Others/professional	1	0,1%
6.	Respondentas:		
	(1) Owner (first generation)	170	50%
	(2) Son/Daughter in law	85	25%
	(3) Grand son/daughter	34	10%
	(4) Brother/Sister	41	12%
	(5) Others/Professional	10	3%
7.	Number of Employee:		

	(1) < 20 persons (2) From 21 to 30 persons (3) >30 persons	286 51 3	84% 15% 1%
8.	Number of Total Assets (in Rupiah): (1) <50 million (2) From 50 to 500 million (3) From 500 to 10 million (4) >10 million	296 41 3 -	87% 12% 1% 0%
9.	Type of Products: (1) Products (2) Service (3) Products and Service	303 24 13	89% 7% 4%
10.	The company have a business product: (1) Yes (2) Not	61 279	18% 82%

Source: Managed Data (2014)

The testing of hypothesis in this research using MRA (*Moderated Regression Analysis*) to test the effects of organizational culture and relationship quality as moderation variables on the relationship between knowledge sharing and individual performance. The results of the hypothesis test are shown in Figure 2 and Table 3.



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Figure 2: The Result of Hypothesis Test

Table 3: Result of Hypothesis Test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	5.275	.006		875.848	.000
	Tot: Tacit Knowledge Sharing	.999	.004	.964	280.042	.000
	Tot: Explicit Knowledge Sharing	.053	.004	.063	13.935	.000
	Tot: Organizational Culture	.001	.004	.002	.350	.727
	Tot: Relationship Quality	.160	.003	.181	51.784	.000
	ModeratTacitOC	.008	.005	.007	1.568	.118
	ModeratExplctOC	.028	.005	.027	5.960	.000
	ModeratTacitRQ	.027	.005	.023	5.443	.000
	ModeratExplctRQ	.005	.005	.005	1.122	.263

Source: Managed Data (2014)

The results of research hypothesis tests used a Analysis MRA stated that:

- 1 Tacit knowledge sharing has a positive influence on the individual performance, as shown from the p value lower than α value ($0.000 < 0.05$) and $\beta = 0,964$. Thus, it can be accepted.
- 1 Explicit knowledge sharing has a positive influence on the individual performance, as shown from the p value lower than α value ($0.000 < 0.05$) and $\beta = 0,063$. Thus, it can be accepted.
- Organizational culture has not influence on the individual performance, as shown from the p value lower than α value ($0.727 > 0.05$) and $\beta = 0,002$. Thus, it can not be accepted.
- Relationship quality has a positive influence on the individual performance, as shown from the p value lower than α value ($0.000 < 0.05$) with $\beta = 0,181$. Thus, it can be accepted.
- Tacit knowledge sharing has not influence on the individual performance after the culture organizational as moderated with the value significance 0,118 and $\beta = 0,007$, as shown smaller than p value, in a direct relationship tacit knowledge sharing on the individual performance.
- 1 Explicit knowledge sharing has a positive influence on the individual performance after culture organizational as moderated, as shown from the p value lower than α value ($0.000 < 0.05$) and $\beta = 0,027$.
- 1 Tacit knowledge sharing has a positive influence on the individual performance after relationship quality as moderated, as evidenced by the value significance = 0,000 and $\beta = 0,023$.
- 4 Explicit knowledge sharing has not influence on the individual performance after relationship quality as moderated. The evidenced value t = 1,122 by the value significance = 0,263 and $\beta = 0,005$.

CONCLUSIONS

- 6 The findings this research stated that knowledge sharing of tacit knowledge and explicit knowledge to have an influence on individual performance. The outcome of the findings is consistent with the findings Polanyi (1966); 4 Lee et al. (2005); Du, Rong et al. (2007); Akram and Bokhari (2011) that tacit knowledge sharing influences on the individual performance directly.
- 25 The relationship quality is the moderator variable relations between tacit knowledge sharing in the individual performance. In line with the results of the study Haldin, Herrgard (2000) factors exist important in family relationship that affects knowledge sharing, the trust factor and the quality of relationships.

LIMITATION

This research using respondents owners of the family business has been done efforts to reduce the bias method derived from single source by means of multisource involving 2 (two) generations management of the owner and the next generation. But the research results show the unbalanced between the next generation with the current owners.

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