

# Knowledge Sharing for Employees Performance Improvement

## Jopinus

Universitas Efarina Simalungun, Indonesia

Email: jrsefarina@gmail.com

**Abstract:** Hospital human resource management determines the level of health services. Human resource management attempts to increase the workers' performance of hospital with some programs. With knowledge sharing system focus this survey method was conducted to determine the correlation of knowledge sharing systems to the improved performance of hospital employees. HRD programs are important factors of hospital success in services patients. This case study took 280 employees as population and with a purposive sampling technique it involved 42 employees of the Efarina Hospital of Pangkalan Kerinci, Indonesia. Data collection was to find the knowledge sharing system relation to employee performance. Data obtained found that the Knowledge sharing system and employee performance are significantly correlated. It obtained the correlation value (R<sup>2</sup>) is 0.663; it means that there are 66.3% of knowledge sharing variables that are related to the employee performance of the Efarina Pangkalan Kerinci Hospital. Then, the Covariants Analysis data of knowledge sharing variable has a value of t count  $8.72 > t$  table 2.02. The research data of the hospital's human resource management found that the knowledge sharing system had a significant correlation with the performance of the employees of the Efarina Hospital in Pangkalan Kerinci, Indonesia. The application of Knowledge sharing system concluded that it had a positively correlation with the level of performance of hospital employees.

**Keywords:** knowledge sharing, service; patient; employee performance;

### I. Introduction

Human resources management of a hospital is related to organizational culture. Hospitals require an organizational culture; a set of beliefs, values and assumptions of employees to behave in the organization. Organizational culture and cooperation among employees form the motivation for sharing knowledge (Razmerita et al., 2016). Improving the ability of human resources in a hospital is determined by various models of training and teamwork. The process of knowledge sharing through three dimensions, namely organizational culture, organizational structure, and reward systems has a contribution to the success rate of hospital employee performance. The success of a company promotes organizational culture related to knowledge sharing (Findikli, MA, et al, 2015), namely through the incorporation of knowledge as part of a business strategy accompanied by efforts to change employee attitudes and behavior to achieve the vision and mission. Knowledge Sharing System aims to share knowledge formally and informally in an organizational structure. Then, organizational structure is a multidimensional concept with formalization, centralization and integration as dimensions play a role in knowledge sharing (Nooshinfard & Nemati-Anaraki, 2014; Islam et al., 2015). The effectiveness and optimization of knowledge sharing systems is largely determined by the organizational structure and culture chosen. The organizational structure becomes an important aspect to make knowledge sharing work at all levels of management (Islam et al., 2015).

It is often the human resource management found as a complicated issue. Based on the experiences of various organizations, companies and governments, the efficient and effective utilization of human resources enables a company to survive increasingly tight competition (Gurd and Jothidas, 2009). Superior HR will be able to produce improved employee performance so as to achieve organizational success (Lee, 2018). Human Resources are able to contribute to the organization through productive performance. Employee performance is determined by how much contribution employees give to the organization which includes: quantity of output, quality of output, duration of output, level of attendance and collaboration (Mathis & Jackson, 2016). Employee performance is determined by the HR management system. Performance is related to the level of employee contributions to the organization. Determination of the level of employee contributions is expressed in an employee's efforts in completing tasks that are his responsibility. So it can be interpreted that the ability of employees to utilize their expertise in solving organizational problems is part of performance appraisal (Sinambela, 2012). Performance includes multi-

dimensional, divided into aspects of attitude, skills and accomplishment. To be able to improve its performance, there needs to be a stimulus given to aspects: internal like abilities, personality and work interest; clarity of duties / roles of employees assigned to him; employee motivation level to fulfill their obligations.

Various techniques can be used in employee HR management. There is a communication system in the form of knowledge sharing and also a reward system. The awarding of performance is part of the employee motivation process to achieve organizational goals. Rewards in the knowledge sharing system play an important role in encouraging employees to share their valuable knowledge. However, there is no provision that is a reference to the extent to which knowledge sharing must be respected. Durmusoglu et al. (2014) concluded that organizational and cultural rewards affect knowledge sharing positively. Communication skills and collaboration are the dominant factors that must be possessed in cultivating knowledge sharing (Al-Shawabkeh, 2018). The implementation of knowledge sharing really requires the active role and cooperation of every employee in the organization. But in reality, not many employees want to share knowledge. They do not want to share their work knowledge and experience.

Based on hospital HR theory, this study aims to determine the knowledge sharing system at Efarina Hospital of Pangkalan Kerinci, Indonesia. Knowledge sharing is considered as a process of exchanging knowledge among employees, either in the form of tacit or explicit knowledge. The knowledge sharing factor provides long-term benefits for a hospital. The existence of workers, human resource management, and knowledge creation in the Efarina Pangkalan Kerinci Hospital was the target of this study; in an effort to improve the quality of employee performance.

## II. Research Method

This study applied a quantitative research with cross sectional technique (Sugiyono, 2010). It aimed at finding the relationship between the two variables by looking at the effects caused. This research was conducted at Efarina Hospital of Pangkalan Kerinci, Indonesia. The population is all health staff serving at the Efarina Hospital in Pangkalan Kerinci, totaling 280 people. The sample is 42 people or equal to 15% of the population. Data collection in this study was carried out by giving Knowledge Sharing questionnaires and employee performance to the parties concerned. Analysis of the data used is correlation / regression analysis and one way ANOVA used to test the proposed research hypotheses.

## III. Findings and Discussion

### 3.1. Findings

The results of data collection on employee knowledge sharing and performance are described descriptively in terms of aspects;

#### 1. Knowledge Sharing

Respondents' assessment of the knowledge sharing indicators is represented in the form of a table which is stated as follows.

**Table 1: Knowledge Sharing Indicators and Scores**

No	Declarations	Mean	
<b>A</b>	<b><i>Knowledge donation</i></b>		<b>3.68</b>
1	If I got new knowledge, I would tell it to my colleagues.	3.97	
2	I share all tasks information to my colleagues.	3,18	
3	I think of the knowledge importance to be shared with colleagues.	3.99	
4	I often share all the tasks information to my colleagues.	3.58	
<b>B</b>	<b><i>Knowledge collection</i></b>		<b>3.56</b>
1	If I need more information about tasks, I ask my friends who know about those things.	3.68	
2	I often ask the new knowledge to my colleagues	3.76	
3	I often request my friends to show me new things.	3.37	
4	My friend who has an expertise is often addressed with questions of tasks before I try new assignments.	3,42	
Sum of Knowledge Sharing Scores			<b>3.62</b>

Based on the assessment of knowledge sharing it is known that the knowledge sharing system that has been implemented is included in the good category (3.62), with a knowledge donation indicator value of 3.68 and a knowledge collection value of 3.56. Efarina Hospital of Pangkalan Kerinci, Indonesia has developed a knowledge sharing system well; the average employee is positive in responding to questionnaire statements.

#### 2. Employee Performance

Respondents' assessments of employee performance indicators are represented in the form of a table which is stated as follows.

**Table 2: Performances of Employees**

No	Declarations	Mean
<b>A</b>	<b>Quality of Work</b>	<b>3.74</b>
1	My knowledge of my tasks makes me doing in zero defect position.	3.82
2	My knowledge of my tasks makes my performance better.	3.71
3	My knowledge of my tasks makes me more accurate and careful.	3.68
<b>B</b>	<b>Quantity of Work</b>	<b>3.57</b>
1	My knowledge of my tasks makes me with no working delays.	3.39
2	My knowledge of my tasks makes me reaching the targets.	3.84
3	My knowledge of my tasks makes me serve the patients better.	3.47
<b>C</b>	<b>Knowledge of Job</b>	<b>3.63</b>
1	I have a better knowledge of my tasks.	3.55
2	I have a better knowledge to challenge the problems.	3.71
<b>D</b>	<b>Cooperation</b>	<b>2.85</b>
1	My knowledge of my tasks makes me having a better network and team work.	2.58
2	My knowledge of my tasks makes me having a collaborative work with other sections.	2.61
3	My knowledge of my tasks supports my colleagues in doing jobs in team work.	2.32
4	My knowledge of my tasks makes me to support other colleagues to resolve any problems..	3.26
5	My knowledge of my tasks makes me avoiding any internal conflicts in office.	3.5
<b>E</b>	<b>Initiative</b>	<b>3.74</b>
1	My knowledge of my tasks makes me to be actively to take part in any jobs without supervisor instruction.	3.55
2	My knowledge of my tasks makes me to be a more independent worker.	3.79
3	My knowledge of my tasks makes me leading me to be innovative employee.	3.87
<b>F</b>	<b>Dependability</b>	<b>3.69</b>
1	My knowledge of my tasks makes meready to be present in office.	3.66
2	My knowledge of my tasks makes meto be trusted in finishing job.	3.71
<b>G</b>	<b>Personal Qualities</b>	<b>3.19</b>
1	My knowledge of my tasks makes me having better attitude to performance.	2.92
2	My knowledge of my tasks makes me having a better communication channel with colleagues.	3.29
3	My knowledge of my tasks makes me doing job as my priority.	3.37
Sum of Performance Scores		<b>3.49</b>

The quality of employee performance shows a value of 3.74. Quantity of employee performance shows a value of 3.57. The assessment of knowledge of the work is 3.63. An assessment of other employee performance indicators such as collaboration, initiative, reliability, and quality of personnel shows successive values of 2.85; 3.74; 3.69; and 3.19. Overall shows that employee performance appraisal is 3.49 which is included in both categories. The data above is associated with the two variables through a regression test; the coefficient of determination (R<sup>2</sup>) of 0.663 or 66.3%. This means that 66.3% of the knowledge sharing variable can be explained by the employee performance

variable at the Efarina Hospital. The value of  $t$  Count  $8.72 > t$  table  $2.02$  at a significance value of  $0.05$  or  $5\%$  shows that the knowledge sharing variable has a significant positive effect on employee performance variables.

### **3.2. Discussion**

Discussion of the research on the knowledge sharing system and the performance of Efarina hospital employees based on the data of employee HR management. It got through various forms of activities: such as seminars, workshops, sharing info, sharing rules, and training (as a formal program). The HR program involves all managers and employees and has been done to improve performance. There is also in the form of informal activities in the form of explaining instructions from superiors, such as division briefings which are carried out routinely, can also be through hospital e-mails and mailing lists. The results of the study were in the form of raw data and interpretation on the effect of knowledge sharing on the performance of the Health Service employees who served at the Efarina Hospital. Important variable data in determining an employee's performance include; work quality, work quantity, employee knowledge of their duties, collaboration, initiative, reliability, and personal quality. The raw data of these variables becomes a reference in assessing the performance of an employee in the organization.

Data collection of employees who meet the criteria with the best performance related to superior HR. Data obtained from the organization's management shows that Knowledge sharing is a series of knowledge management processes in an organization's effort to reduce the knowledge gap between employees. Therefore, Vij & Farooq (2014) states that the Knowledge sharing is a vital step for an organization; it is the success of knowledge management. Knowledge sharing activity data at Efarina Hospital helps decision making, after interactions that combine knowledge have made employees exchange ideas for problem solving. The implementation of Knowledge sharing and knowledge transfer at Efarina Hospital is faster through a competitive pattern. The results of observation found knowledge sharing behavior; (1). Ranking in the form of knowledge donation; (2) getting in the form of knowledge collecting.

Interpretation of data from knowledge sharing and employee performance at the Efarina Hospital in Indonesia shows a good HR management system; knowledge management creates a culture of knowledge sharing. Thus, Efarina Hospital management makes the knowledge donation is to produce better performance in health services. That's why the application of knowledge collecting to add insight into the work of the knowledge sharing system in the future will be much better for optimizing communication between fellow employees of the Efarina Hospital. The results of statistical data calculations can support alternative hypotheses. It found the value of  $r$  calculation is higher than of  $r$  table (coefficient of determination ( $r^2$ ) of  $0.663$ , so it reveals the significant correlation of two variables. The average employee performance appraisal is  $3.62$  (included in the good category). The application of Knowledge Sharing at Efarina Hospital resulted in high employee performance with an average rating of  $3.49$  (included in the good category), so that the Hospital organization has made a better achievement with Knowledge sharing technique.

The above findings show that the knowledge sharing system or its parts, such as knowledge management can be used as guidance in the management of superior HR. About the management of intangible assets has created the value and culture of the Efarina Hospital. The level of employee performance in both categories is important for Efarina Hospital in terms of HR management and performance improvement in the knowledge management system that has contributed to improving the employees' performance of Efarina Hospital, Pangkalan Kerinci, Indonesia.

## **IV. Conclusions**

Interpretation of the data of this study results in the conclusion that:

1. The management of the employees of the Efarina Hospital with Knowledge Sharing System was concluded to have a significant correlation to the employee performances. It found that the Efarina Hospital has implemented a Knowledge Sharing System and made a development program for human resources with a continuous Knowledge Sharing System to improve employees' performances to provide the best service for patients.
2. Efarina Hospital of Pangkalan Kerinci of Indonesia has expanded the Knowledge Sharing System with other factors which could have high impact on Hospital HR. Not only the knowledge sharing system that requires further expanded, but other related variables that may affect the knowledge sharing system such as the employees selection process, training and organizational development.

## **References**

- [1]. Al-Shawabkeh, KM. (2018). Exploring the Mediating Role of Knowledge Sharing between Human Resource Development and Organizational A

- mbidexterity (An Empirical Study on Jordanian Telecommunication Companies), *European Journal of Scientific Research*, Vol. 149 No. 3 June, 2018, pp. 345-361
- [2]. Durmusoglu, S., Jacobs, M., Nayir, D.Z., Khilji, S. and Wang, X. (2014), The quasi-moderating role of organizational culture in the relationship between rewards and knowledge shared and gained, *Journal of Knowledge Management*, Vol. 18 No. 1, pp. 19-37
- [3]. Findikli, MA, et al (2015) Examining Organizational Innovation and Knowledge Management Capacity: The Central Role of Strategic Human Resources Practices (SHRPs), 3<sup>rd</sup> International Conference on Leadership, Technology and Innovation Management
- [4]. Gurd, Band Jothidas, A. (2009). Developing the knowledge value chain: A strategy for knowledge sharing in New Product Development in Multi-national Corporations, *Problems and Perspectives in Management*, vol 7, no. 2 pp. 26-40
- [5]. Islam, M.Z., Jasimuddin, S.M. and Hasan, I. (2015). Organizational culture, structure, technology infrastructure and knowledge sharing: Empirical evidence from MNCs based in Malaysia, *Vine: Journal of Information and Knowledge Management Systems*, Vol. 45 No. 1, pp. 67-88
- [6]. Lee, Joosung. (2018). The Effects of Knowledge Sharing on Individual Creativity in Higher Education Institutions: Socio-Technical View, *Administrative Science*, vol 8 no 21, pp. 1-26
- [7]. Mathis, R.L., Jackson, J.H. and Valentine, S.R. (2016). *Human resource management: Essential perspective*. Mason, OH: South-Western Cengage Learning.
- [8]. Nooshinfard, F. and Nemati-Anaraki, L. (2014). Success factors of inter-organizational knowledge sharing: a proposed framework, *The Electronic Library*, Vol. 32 No. 2, pp. 239-261.
- [9]. *Procedia - Social and Behavioral Sciences 181 (2015) 377 – 387*
- [10]. Razmerita, L., Kirchner, K. & Nielsen, P. (2016). What factors influence knowledge sharing in organizations? A social dilemma perspective of social media communication, *Journal of Knowledge Management*, Vol. 20 No. 6, pp. 1225-1246.
- [11]. Sinambela, L.P. 2012. *Kinerja Pegawai (Teori Pengukuran dan Implikasi)*, Yogyakarta: Graha Ilmu
- [12]. Sugiyono. (1994). *Statistik Untuk Penelitian*, Bandung: CV Alfabeta.
- [13]. Vij, S. and Farooq, R. (2014a). Multi-group moderation analysis for relationship between knowledge sharing orientation and business performance, *International Journal of Knowledge Management*, Vol. 10 No. 3, pp. 36-53.