



**ASSOCIATION  
OF INTERNATIONAL BUSINESS  
& PROFESSIONAL MANAGEMENT**

**The Proceeding of 1<sup>st</sup> International Conference  
of Project Management**

# **PROJECT MANAGEMENT IN THE GLOBAL WORLD**

**Team Editors:  
Liem Gai Sin, Ph.D  
Agus Sukoco, ST, MM  
Dr. Stanny Rawung  
Dr. Irra Chrisyanti Dewi**

## **PROCEEDING**

### **The Proceeding of 1<sup>st</sup> International Conference of Project Management**

#### **Theme:**

**“Project Management In The Global World”**

Malang, June 2<sup>nd</sup>- 4<sup>th</sup>, 2018

#### **Speakers:**

Prof. Majdi Anwar Quttainah, Ph.D (Kuwait University)

Dr. Kate Hughes (Stamford University)

Dr. Alka Maurya (Amity University)

Liem Gai Sin, Ph.D

The Chair of 2018 Conference Committees

**ISBN: 978-602-6557-31-5**

**Narotama University Press  
Surabaya, East Java, Indonesia**

**Affiliation with**

**Association of International Business & Professional Management**

## TABLE OF CONTENTS

Page

**Cover**

**Preface**

### **Table of Contents**

The Factors of Surabaya City Region Encourage In Reservation Through Offline Travel Agent (Travel Agent Bureau): Case Study at PT. Aneka Kartika Tours and Travel Services Surabaya

**Irra Chrisyanti Dewi, Heni Adhianata, Arnold Suwignyo ..... 1**

Stock Price and Performance of Indonesian Banking, Case Study For The Period of 2013-2016

**Cornelius Candra Adi Wibowo, Agus Sukoco, Ani Wulandari, Bukhuth Augendra..... 2**

Indonesia's Manpower Behavior In Managing Funds For Sustainability

**Denik Wahyu Nilasari, Agus Sukoco, Arasy Alimudin, David Martin ..... 3**

Analysis of Dominant Factors Influencing The Company's Liquidity Decline

**Ditarosa Taurista, Mustika Putri Fatimah, Agus Sukoco, Elok Damayanti, Liem Gai Sin ..... 4**

The Role of Institutional Shareholders In Indonesia's Manufacturing Company

**Eka Septa Kurniawan, Arasy, Rachman A, Agus Sukoco, Agus Dwi Sasono, Wahyu Mulyo Utomo..... 5**

Model Framework of Profitability of Indonesian Telecommunication Company

**Mu'tamaria, Rabbani Ahmad Ariq, Agus Sukoco, Gede Arimbawa, Liem Gai Sin ..... 6**

Role of Share Ownership and Dividend Policy On Financial Performance (Case Study at Construction Service Company)

**Yeni Sofiana, Lestari Ananda Dwi, Agus Sukoco, M. Ikhsan Setiawan, Dani Hermanto ..... 7**

The Role of Working Capital To Increase Small Business Enterprises

**Nurul Fatmawati, Siti Hajar Nurlaila, Agus Sukoco, Reswanda T. Ade, Wahyu Mulyo Utomo ..... 8**

## TABLE OF CONTENTS

Page

Indonesia's Manpower Behavior In Managing Funds For Sustainability	
<b>Dhiya Hanis Durrani, Firman Ardiansyah, Agus Sukoco, Santirianingrum, Wahyu Mulyo Utomo .....</b>	<b>9</b>
Minimizing The Risk of Foreign Exchange Transactions In Facing Foreign Exchange Exposure	
<b>Achda Vellanita, Prayoga Zulfikar Steifani, Agus Sukoco, Gede Arimbawa, M. Ikhsan Setiawan .....</b>	<b>10</b>
The Effect of Styles of Leadership and Organizational Culture To Work Satisfaction With Financial Performance	
<b>Lia Delima, Mubarrok M. Khusni, Agus Sukoco, Joko Suyono, Sriwiwoho Mudjanarko .....</b>	<b>11</b>
A Case of Time Management For Working Women	
<b>Pankkurri Semwal .....</b>	<b>12</b>
The Changing Façade of India's IT Sector Amidst Technological Advancement and US' Protectionism Policies	
<b>Indras Ghosh .....</b>	<b>13</b>
Change Management CM	
<b>Hala Soud Alrashidi, Majdi Anwar Quttainah .....</b>	<b>14</b>
Enterpreneurial Change In Social Responsibility	
<b>Ahmad Al Fahad, Majdi Anwar Quttainah .....</b>	<b>15</b>
Stakeholders Theory and Its Effect On Organizations's Technological Change	
<b>Maryam Abalrazaq Alsbaity, Majdi Anwar Quttainah .....</b>	<b>16</b>
The Individual's Aptitude For Career Advancement	
<b>Ala' Odeh, Majdi Anwar Quttainah .....</b>	<b>17</b>
Assessment of Supply Chain Management Performance On Distribution and Transportation Management Process – Case Study at Baja Mas Malang	
<b>Calvin Hansel, Liem Gai Sin .....</b>	<b>18</b>
The Effect of Brand Credibility and Brand Prestige On Relationship Quality: The Perspective of Young Consumers In The Premium Cinema	
<b>Adhitya Pandowo .....</b>	<b>19</b>

## TABLE OF CONTENTS

Page

How Sustainable Behavior Creates Happiness: The Perspectives of Millennial Generations

**Merinda Pandowo ..... 20**

The Influence of Managerial Ownership and Firm Size On Debt Policy

**Lihard Stevanus Lumapow ..... 21**

Impact of Implementation Regulation of The Minister of Marine and Fisheries Number 56 and 57 of 2014 to The Fishing Industry In Bitung, North Sulawesi

**Stanny S. Rawung, Ficke H. Rawung ..... 22**

The Influence of Managerial Ownership On Agency Costs (Studies On Manufacturing Companies In The Basic Industrial and Chemical Sectors Listed On The Indonesia Stock Exchange

**Ramon Arthur Ferry Tumiwa, Nova Christian Mamuaya ..... 23**

Implementation of Creating Start Up Used Waste of Agroindustry Company

**Anwar Hamdani, Mulyanto, I Gusti Putu Diva Awatara ..... 24**

The Impact of Corporate Social Responsibility (CSR) and Customer-Based Brand Preference On Perceived Brand Quality

**Chairul Hakim, Disman MS ..... 25**

The Development Model of Creative Industry Innovation Capabilities: The Literature Study

**Nikolas F. Wuryaningrat, Paulus Kindangen, Greis Sendouw, Bode Lumanouw ..... 26**

Examining of E-Marketing, Information System and University Brand Image On Student Decision

**Rizan Machmud, David P.E. Saerang, Agus Supandi, Rudy S. Wenas ..... 27**

The Effect of Scarcity, Serendipity and Website Quality On The Urge To Buy Impulsively and Its Implication On Online Impulsive Buying of Consumer In Manado City

**Nova Chistian Mamuaya, Ramon Arthur Ferry Tumiwa ..... 28**

Scale Construction of Self-Assessment of Entrepreneurial Competencies

**Benedicta Prihatin Dwi Riyanti, Christiany Suwartono ..... 29**

## TABLE OF CONTENTS

Page

Automatic Honey Filter Equipped With Jack Screw System

**Adhitya Wira Dharma, Achmad Rianto, Maulana Ridhwan, Andriyanti Achsan, Asrul Ludin, Agung Prijo Budijono, S.T., M.T..... 30**

Design of Raka Dryer With ETC Technology (Electrical Temperature Control)

**Irfan Malik Hartanto, Agam Seftian Effendi, Aldiansyah Rusminanda, Choirul Hamzah, Irenta Teguh Wahyu Widodo, Agung Prijo Budijono, S.T., M.T ..... 31**

“Fish Box Peltier Cooler” Fish Colling Box Equipped With Peltier Electric Cooler (PEC)

**Achmat Soleh, Rio Antoni, Alfian Dwi Cahyo, Muhammad Rifandiansyah, Yusuf Mochammad Saputra, Agung Prijo Budijono, S.T., M.T ..... 32**

Hydra (Hybrid Dryer Multipurpose) Dryers Energy-Efficient Hybrid System

**Muhimatul Ulya Mukasafah, Desy Syfa Urrohma, Hizar Alhifari Ramadhan, Mochammad Takbirul Id’ha, Deo Farma Alhadi, Agung Prijo Budijono, S.T., M.T..... 33**

Semi-Automatic Shredded Beef Machine

**Ryan Effendi, Arif Saputra, Teguh Budi Riono, Irfan Burhanudin Wibowo, Bangkit Krisna Surya Handaru, Agung Prijo Budijono, S.T., M.T..... 34**

Banana Chip Making Machine With 2in1 Integrated System (Slicing and Frying) Equipped With Thermocontrol

**Raniya Nur Ningsih, Hima Nurwidya Timur, Bagus Dwi Pratama, Sha’id Khana’ Fi, Roby Ferdian, Agung Prijo Budijono, S.T., M.T. .... 35**

Processing Machine, Refrigerator and Milk Packaging System With 3-in-1 Integrated Process

**Yan Dwi Pratama, Nikes Sari Kiss Arimbi, Fajar Septiawan Dwi Anggoro, Aisyah Nur Khalifah, Muhammad Sefriza Toriq Hidayat, Agung Prijo Budijono, S.T., M.T ..... 36**

Sauce Filter Machine Automatic Screw System Equipped With Electrical Control Unit

**Syeihan Syahrul Syah, Muhammad Irfan Maulana, Adly Fitra Ainurroji, Mohamad Rizqi Ardiansyah, Agung Prijo Budijono, S.T., M.T..... 37**

## TABLE OF CONTENTS

Page

Processing Machine and Puncher Herbal Medicine Sinom With Thermocoolersonification Technology Based On Microcontroller

**Yosha Dima Distya, Dwi Safitri, Achmad Harish Aviansyah, Lely Farima, Reza Salfani, Agung Prijo Budijono, S.T., M.T..... 38**

Automatic Wheel Chairs With Ergonomic Design As Alternative Support Therapy Stroke Patient

**Arda Widyatama, Syukri Ainun Alfath, Juwono Ardiansah, Agung Prijo Budijono, S.T., M.T..... 39**

Smaizer (Smart Agility Speed Analyzer) Innovation Shadow Exercise Tool In Increasing Athlete Disclosure

**Haikal Fikri Abdi Rachman, Yosha Dima Distya, Anita Wahyuningtias, Agung Prijo Budijono, S.T., M.T ..... 40**

Design of Automatic Cooking Machine Equipped With Temperature, Timer, Speed Control

**Susi Tri Umaroh, Muhammad Ichsan Khofi, Khoirul Huda, Ahmad Setyo Purnomo, Amalia Forma Alfianti, Agung Prijo Budijono, S.T., M.T..... 41**

The Moderating Impact of Profitability On Corporate Social Responsibility (CSR) and Tax Avoidance Relationship

**Dewi Kusuma Wardani ..... 42**

The Board of Director Compensation and Corporate Tax Aggressiveness: Evidence From Indonesia

**Lidia Sari Christina, Heru Tjaraka..... 43**

Does Philips On The Right Track?

**Sari Wahyuni, Monica Devina, Aryo Andrashmara, Muhammad Zuhdi, Putra Ramadisia, Sania Humaira ..... 44**

Revisiting The Strategy of Bata

**Sari Wahyuni, Monica Devina, Annisa Anjani, Harrtyan Muhammad, Moh Rifdi Safwan, Yohannes Ekaputra..... 45**

The Winning Strategy of United Tractors

**Sari Wahyuni, Monica Devina, Angelica Fadya Noventi, Akbar Chinindio, Dendy Putra Ladumei..... 46**

Strategic Internationalization Starts at Home: The Case of Capacity Creation In The Democratic Republic of Congo (DRC)

**Richard Lobron ..... 47**

## TABLE OF CONTENTS

Page

Strategy Development Creative Industry EichhorniaCrassipesBag As a Superior Product of Lamongan Regency

**M. Yaskun, Khoirul Hidayat..... 48**

A Resource-Based View (RBV) of Product Development: Case Study of PT. Langgeng Makmur Industry, TBK

**Khalisa Balqis, Shelly Eka Agustina, Popy Rufaidah ..... 49**

Setting Strategy Using Value Chain Analysis: Case Study On PT. Saraswati Griya Lestari, TBK

**Muhammad Affan Gaffar, Muhammad Aulia Rahman, Popy Rufaidah ..... 50**

Building Business Advantage Through Core Competency: Case Study PT. Japfa Comfeed Indonesia, TBK

**Dian Addinna, Andreas Recki Prasetyo, Popy Rufaidah ..... 51**

The Development of Competitive Advantage Global Model of PT. Tiphone Mobile Indonesia, TBK: Case Study Using 4C Framework

**Aryo Wicaksono, Rivaldi Arissaputra, Popy Rufaidah ..... 52**

Analysis of Reciprocal Between Online Transportation Bussiness With Behavior Movement of Malang People's Consumption On Society Purchasing Power Parity

**Naufal Atha Haidarbahy ..... 53**

A Case Study of Rural Marketing Strategies of MNCs In India and Indonesia

**Dr. Alka Maurya..... 54**

Development of "Introduction To Networking" Learning Materials For Class XI TKJ In SMKN 1 Kamal Using Unity 3D

**Mochammad Kautsar Sophan, Muchamad Arif, Yonathan Ferry Hendrawan, Indah Rodiatun Mardiyah..... 55**

How Do IT Governance Practices In Indonesian Public and Private Sectors? Evidence From The Literature

**Wahyudi Agustiono ..... 56**

In-app Purchase System Based On Augmented Reality Technology: A Case Study In Heroes of Surabaya Mobile Games

**Ari Kusumaningsih, Cucun Very Angkoso, Ubaidillah..... 57**



## TABLE OF CONTENTS

Page

The Effect of Brand Ambassador, Quality of Service, and Prices on Consumer Decision In Using J&T Express Branch Margonda Depok

**Helen Aldila Saputri, Widy Nugroho ..... 58**

Analysis Effectiveness Execution Production of Tea Bottle Sosro (Case Study: SinarSosro Malang)

**Vita Kartika Widhianingtyas, Almukaromah Dewi Puspita..... 59**

Analysis of The Effectiveness of Probabilistic Economic Order Quantity (EOQ) Method Using Model (q,r) In Medication Industry (Case Study: Apotek Griya Medika Malang)

**Fransiscus Danny Aguswahyudi, Cokrodewo Ardion ..... 60**

Analysis The Effectiveness of Supplies Selection of Raw Material of Concrete In Industry With Case Study of PT. Moderna Teknik Perkasa

**David Rivaldy Hermanto, Fransiskus Xaverius Viorentino ..... 61**

Analysis of Supplier and Distributor Selection Theories of Staple In Industry (Case Study: Toko Pojok Jaya Malang)

**Dewi Purnamasari Salim, Wenny Gilliany..... 62**

The Role of Chain Management Supply In The System Production and Operation of The Company (Case Study: PT. Jembar Poultry Equipment)

**Ivan Mulya Saputra, Fakkar Zulhair ..... 63**

Supply Chain Analysis of Raw Material Availability In Fast Food Industry of McDonald's Malang

**Felicia Anggawinata ..... 64**

Supply Chains Analysis of Choosing Supplier In Restaurant (Case Study: New Hongkong Restaurant)

**Ferry Setianto, Jeremy Kenny ..... 65**

Reshape The Logistics Strategy In E-Commerce (Case Study: Shopee and Lazada)

**Glenn Evorius Pattiata, Jelita Sparta ..... 66**

Anaysis of The Correlations Between Reorder Point and Safety Stock In Packing Sector (Case Study: PT. Bentoel Tbk)

**Guido Adriel Setiadi, Regina Odilia Rusdi..... 67**

## TABLE OF CONTENTS

Page

Analysis of The Online Logistic and Distribution In Online Shop (Case Study: Lazada and Shopee)

**Bhakta I.G.N.A.A. Narayana, Jurisa Jonathan ..... 68**

Safety Stock Efficaciousness Analysis In Food Industry (Case Study: PT. Nippon Indosari Corpindo Tbk)

**Leni Cynthia Dewi, Jessica Berta Joewono..... 69**

Analysis of Safety Stock System In Business Trading (Case Study: UD Leo Jaya)

**Leonardo Hanriyanto, Leonaldo Yogi Gunawan ..... 70**

Analysis of The Effectiveness of Supplier Selection That Affect To Business' Productivity (Case Study: Ayam Goreng Nelongso)

**Novia Ika Triyono, Rizal Mahleffi ..... 71**

Based of Facts on How Automobile Industries Handle Their Recall System: A Case Study

**Abigael Brilliana Christanti, Christopher Suputro ..... 72**

Baba Rafi's Supply Chain Method to Maintain Good Product: A Case Study

**Albertus Gondokusumo, Christofer Alimwijono ..... 73**

How Important of The Accuracy Sales Forecasting Method Against Sales Strategy Decision Making of The Mobile Phone Network Operator Company: A Case Study

**Alodya Agustina Elsam, Astrelia Crisentya Linardi ..... 74**

The Analysis of The Utilization of Safety Stock at Food & Beverage Industry In Malang (Case Study In Depot Gang Djangkrik, Bakso "Pak Samut", Warung "Biru")

**Eka Perdana, Nico Setiawan ..... 75**

Supply Chain Management Method On Food Management In Restaurant Kayungyun Porridge

**Abner Jed, Setyawan Bayu ..... 76**

Analysis of The Government Policy Research In Indonesian Market

**Yoga Pandalungan Wiro Menggolo, Yogi Septian E ..... 77**

## TABLE OF CONTENTS

Page

The Evaluation of Partnership Method in the Business in Indonesia	
<b>Mikha Valeo, Richard Ham</b> .....	<b>78</b>
The Analysis of Factor-factor That Affect The Safety Stock in Kapok Seed Oil Company	
<b>Andre Wijaya, Ryan Eleazar</b> .....	<b>79</b>
Connecting Purchases With Customer Valueusing CRM Methods	
<b>Dea Agatha Sesariza</b> .....	<b>80</b>
Supply Chain Management LPG 3KG In Indonesia	
<b>Grace Kezia Anang</b> .....	<b>81</b>
Comparing Forecasting Method In The Dream Card Malang Company Using Forecasting Seasonal Forecasting Method	
<b>Mochammad Hilmy Tamala Putra, Andre Jesilla Jones</b> .....	<b>82</b>
Research Analyzes CRM In Pizza Hut Malang	
<b>Nico Arviana, Prima Khrisna</b> .....	<b>83</b>
Comparison Between Apple and Samsung Products Based on Literature	
<b>Riyan Yusianto, Qonitah Lutfatullaili</b> .....	<b>84</b>
Analysis Layout in Supermarket Between AVIA and Souvernir-Center Haikou	
<b>Steve Anderson Singgih, Vincent Hendrawan</b> .....	<b>85</b>
Analysis Effectiveness of Distribution and Forecasting In Klug Envelope Company In Surabaya	
<b>Eduard Arnando, Yoshua Nathaniel</b> .....	<b>86</b>
The Shape of Customer (Member) Value On Co-Operative Company (Co-Operative)	
<b>Rizal Ramdan Padmakusumah</b> .....	<b>87</b>
Development of Execution Guidelines For Maintenance, Reparation, and Material Specification Determination of Green Building Landscape Component Workin Government Building Based on Work Breakdown Structure (WBS)	
<b>Anna Wahidati Rahmah</b> .....	<b>88</b>

## TABLE OF CONTENTS

Page

Exploring the Perceived Success of a Strategic Medical Tourism Alliance Project from the Patients' Perspective

**Xizi Zhang, William P. Wall, Kate Hughes ..... 89**

The Effect of Leadership Competences on Job Satisfaction in Government Organization in North Sulawesi Province

**Ventje A. Senduk..... 90**

Application of Expansion and Retrenchment Strategies: A Case Study of Zain Group

**Maryam Alsbaity, Ulfa Alvianti, Sindy Hengkeng, Siti Hajar Nulaila ..... 91**

How Ethics Affect Business

**Zainab Moosa AlAali, Ruth Johanna Powosino, Andre Stevian Muskita ..... 92**

Consumer Behavior

**Yohana Ditya Puspita, Mustika Putri Fatimah Ardiyanti, Mariam Nasser Alrashed..... 93**

Improving The Inventory Management In PT. Integra Indocabinet Supply Chain

**Indira Esantya Amalia, Jorge Luis Siesquen Deza, Ahmad Al Fahad ..... 94**

Solving Problem Supply Chain In Company With Supply Chain Management

**Edo Habib Maulana, Ala' Odeh, Christopher J.E. Siwi ..... 95**

The Handling and re-Management of The Product Failed in The Production Process of PT Kedawung Setia

**Ahmad Ariq Rabbani, Zulfikar Steifani Prayoga, Pankkhurri Semwal ..... 96**

Supply Chain Problem at PT.Campina Ice Cream Industry Surabaya

**Tommy Minggu, Ananda Dwi L, Firman Ardiansyah ..... 97**

Family Background, Entrepreneurship Education, And Creativity In Supporting Entrepreneurship Intention

**Rusnandari Retno Cahyani, Asri Laksmi Riani, Edi Kurniadi, Destina Paningrum ..... 98**

# THE DEVELOPMENT MODEL OF CREATIVE INDUSTRY INNOVATION CAPABILITIES: THE LITERATURE STUDY

Nikolas F. Wuryaningrat<sup>1\*</sup>, Paulus Kindangen<sup>2</sup>, Greis Sendouw<sup>3</sup>, Bode  
Lumanouw<sup>4</sup>

<sup>1</sup> Fakultas Ekonomi Universitas Negeri Manado,  
<sup>2,3,4</sup> Fakultas Ekonomi dan Bisnis Universitas Sam Ratulangi

\*nikolas.fajar@unima.ac.id

---

## ABSTRACT

*The sustainable competitive advantage of small and medium enterprises (SMEs) in creative industry could be demonstrated through the innovation capabilities. In knowledge management literature, knowledge sharing is the key effort to develop innovation capabilities.*

*There are two contrasting theories of Knowledge sharing, Szulanski's (1996) theory assumes a knowledge sharing process is 'sticky' and ambiguous, while Nelson (1981) considered knowledge sharing to be an automatic process in an organization. This study arguing, employee fit will make impact on trust is a relatively new idea to bridging the two contrasting theories.*

*Through the study, it was found that in order to develop the innovation capabilities of SMEs in the creative industry, knowledge sharing is needed, where trust is a crucial factor in knowledge sharing literature. However, building trust is not a simple matter, it assumed that the theory of employee fit (person job fit and person organization fit) can be useful to build trust in the organization. The results of this literature study can be concluded that the model of SMEs in creative industry innovation capabilities followed by employees fit with the competencies required by the company and the individuals value with corporate values. From employee fit, it were expected to facilitate trust in the company which in turn can be useful for knowledge sharing to develop innovation capabilities.*

**Keyword** : *knowledge sharing, innovation capabilities, person job fit, person organization fit, trust*

## **INTRODUCTION**

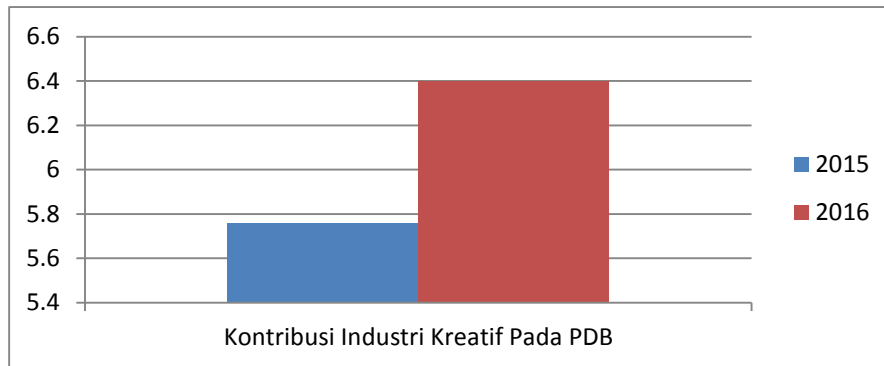
Facing several problems of UKM (Small and Medium Enterprises – SMEs) such as the lack of reliable human resources and of government attention, SMEs has big potencies to develop innovation through its erudition. The finding research of Ayyagari (2006) concludes that SMEs without many employees, with simple organization, and without bureaucracy involvement in order to saturate and to deploy knowledge (knowledge sharing) in its organization may give positive effects to its ability for innovation.

A big company is recognized gaining more advantages (for example: funding and better human resources) than SMEs's, and it is more innovated (Indarti, 2010:31). However, it cannot grow without other big companies with more complex organization structure, and sometimes it is attached to bureaucracy which cannot optimize its ability to innovate (Barney, 2007: 27). In addition, Davenport and Prusak (1998:88) state that company's knowledge development depends on its size. The bigger the scale of a company, the more complex it is which marked by a number of employees, so it is more difficult for a company to optimize its knowledge. It often depends on the smaller companies in order to support its innovation (Barney, 2007: 88). According to research by Ayyagn et al. (2007), it concludes that a small company is considered as an inventor or a reformer for an innovative company (a big company).

From the perspective of business field, it recognizes that small and medium-sized enterprises (SMEs) take a big role of economic development and growth for a state. Research about SMEs competitiveness in Indonesia by Bappenas (2015) presents that SMEs has a quite big contribution to occupy employment or employee assimilation, to form gross domestic product (GDP – in Indonesian called PDB (Produk Domestik Bruto)), and to provide protection particularly for community with low income in order to productively perform economic activities.

In Indonesia, SMEs positively grows. According to data presented by Ministry of Cooperatives and SMes, Republic of Indonesia, the contribution of SMEs for Gross Domestic Product (GDP) increases from 59.08% in 2015 to 60.34% in 2016. Particularly, creative industry contributes to PDB (GDP) from 5.76% to 6.4% in 2015, and it could hire more or less 12 millions employees or as much as 10.7% (Ministry of Cooperatives and SMEs, 2017). Government sets the target in 2019 that the contribution of creative economy toward PDB (GDP) will increase from 7 – 7.5%. It is presented in graphic 1.

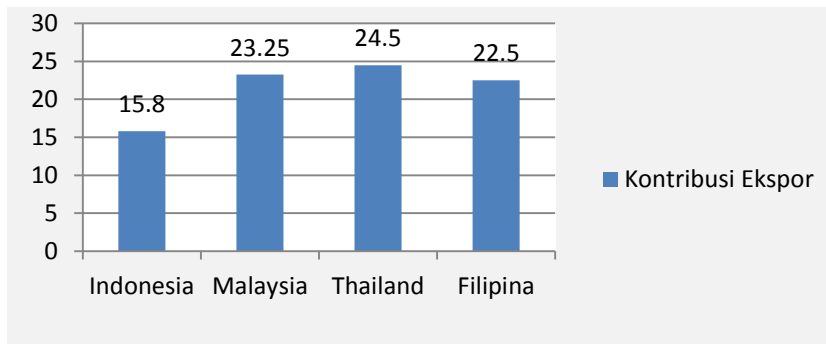
Graphic 1. The Contribution of the Creative Industries to GDP



Source: [www.cnnindonesia.com](http://www.cnnindonesia.com), 2016; Ministry of Cooperative and SMEs, 2017)

Graphic 1 presents that SMEs of Creative Industry in Indonesia has improved its performance. However, it finds several problems which should be solved together such as the lack contribution to export Indonesian products as much as 15.8% under Malaysia in 23.25%, Thailand in 24.5%, and Phillipines 22.5% ([www.cnnindonesia.com](http://www.cnnindonesia.com), Oktober 2016). The following Graphic 2 presents data on comparison of export contribution creative industry in Indonesia with the other big countries in Southeast Asia.

Graphic 2. Export Sector Contributions for Creative Industry's SMEs in Southeast Asia.



Source: [www.cnnindonesia.com](http://www.cnnindonesia.com), Oktober 2016

The low contribution as mentioned in the previous discussion is one of indications that Indonesia's SMEs is less accepted in global market. It indicates the competitiveness of Indonesia's SMES is lower if compared to Malaysia, Thailand, and Phillipines. Related to the previous explanation, companies's competitiveness closely relates with the capability for innovation. It concludes that the innovative capability of Creative Industry's SMEs in Indonesia is relatively poorer than in Malaysia, Thailand, and Phillipines.

Improving the competitiveness of SMEs creative industry may help Indonesia to grow innovation; however, there may lots of obstacles to face. A conclusion from a national seminar in

a topic '*Ekonomi Berbasis Kreativitas dan Inovasi sebagai Kekuatan Baru Ekonomi Indonesia*' (Economy based on Creativity and Innovation as a New Power for Indonesian Economy) is a challenge and an obstacle for the development of creative economy on the competitiveness of creative industry ([www. ekon.go.id/berita/view/ekonomi-berbasis-kreativitas](http://www.ekon.go.id/berita/view/ekonomi-berbasis-kreativitas), 5 September 2015). It is in line with a statement from finding research by Bappenas in 2015. It finds that the capability of SMEs to develop innovation and technology may become one of obstacles and challenges as an attempt to grow sustainable business which should be faced by SMEs. Therefore, to improve the competitiveness of SMEs particularly in creative industries by escalating the ability to innovate may become important for SMEs in order to make it compete in global business.

Some previous research try to develop research model as an attempt to improve innovative ability of a company. One of them is research model by Lin (2007). She develops a model to develop innovative ability of a company with individual factor, organizational factor, and technology use which may influence knowledge sharing. The result is only individual factor (willingness to help others) and organizational factor (management support) which significantly influence on knowledge sharing, and in turn knowledge sharing may positively affect on innovative ability for big scale companies in Taiwan. The limitation of research model such as the reasons why a person is willing to help others and what kind of management support help to process knowledge sharing have not been explained well. The other research by Wang and Wang (2012) develops research model to draw companies' performance influenced by innovative ability which is influenced by knowledge sharing. It has some weaknesses since it does not explain antecedents from knowledge sharing which is not that that simple (Szulanski, 1996). Ologbo and Nor (2015) develops research model explaining innovative ability will be influenced by the management process of knowledge including knowledge sharing. Therefore, knowledge sharing will considerably be influenced on job satisfaction, organizational commitment, employees' involvement, and organizational citizenship, organizational commitment, employees' involvement, and organizational citizenship behavior (ODB). The limitataion of this research model is found in antesedent factor which is common and is influenced by many other factors.

In Indonesia, the various models are created to develop innovative ability of companies particularly in small and medium industry. Bappenas (2015) creates index of SMEs



competitiveness in Indonesia referring to input factors (human resources, raw materials, market situation and competition) which can influence on process factors (employees's performance, production ability, and innovation) and affect performance factors. Several factors is used to make an index of SMEs competitiveness in Indonesia but not to find the problems of SMEs. Mulyana et al. (2015) creates research model to improve innovative capability of Batik SMEs in Central Java. The model begins with a variable of willingness to help each other, self efficacy, upper management which are predicted influencing knowledge sharing which would affect on ability to innovate. The other models refer to research model by Kambey and Wuryaningrat (2016). They create a development model of innovative ability for SMEs from transformational and transactional leadership factor in boosting knowledge sharing which involve sticky process. Knowledge sharing will boost SMEs'ability to innovate industry sector in Indonesia. The weakness of this research lies on the use leadership variable, and according to Yukl (2013: 10), a lot of research focus on leadership which can be an influenced factor for all situations and conditions occurred in organizations. It makes leadership become a factor which cannot explain a specific factor which affects knowledge sharing.

The conclusion among all mentioned research is that researchers crave for creating research models which can be used to improve ability to innovate both for small and big companies. The similarity of all research is in knowledge sharing factor which can help a company to make innovation. It can conclude that the ability of a company to make innovation depends on knowledge which belongs to an organization. The research by Du Plessis finds out that knowledge should be managed and appreciated well to ensure the success of innovation. Based on research by Darroch (2005), a company which is able to manage knowledge effectively may become more innovative company. Good and effective knowledge management can be meant as an attempt for a company to improve knowledge resources which will continue to grow as long as it is useful (Davenport and Prusak, 1998:17).

In the context of knowledge management, knowledge sharing activities in an organization is really important. The research result by Argote et al. (1999) explains that knowledge sharing is an important part of knowledge management since it relates to the optimalization of knowledge resource through a new knowledge creation. Referring to the research result by Lin (2007) through the culture of knowledge sharing built in an organization, knowledge resource can be enriched. In other word, knowledge sharing has power to create new knowledge. The new

knowledge is expected to be used to improve innovative ability. The study by Miller et al. (2007) finds out the empirical proof that knowledge sharing between individuals in an organization can help to create innovation. A case study by Dyer and Nobeoko (2000) finds the obvious fact of the knowledge sharing benefits between producers and suppliers of Toyota in Japan toward the improvement of cost efficiency and differentiation<sup>1</sup>. Lin (2007) in his research states that knowledge sharing positively influences on innovative capability of several industries. Darroch (2005) also adds that the dissemination of knowledge in an organization influences on company innovation.

Based on the previous explanations, it can conclude that knowledge sharing is important for companies. The discussion states that research model developed by the previous researchers (see page 9-10) has been able to explain two different opinions about knowledge sharing. In the literary review, it finds two contrastive opinions about knowledge sharing. The first opinion is stated by Szulanski (1996, 2000) and Nelson (1981). According to Szulanski (1996) knowledge sharing is a very complex process 'a sticky process' since there are some different understanding between knowledge disseminator and receiver, so it causes ambiguity. Whereas, according to conclusion by Nelson (1981), a process of productivity growth through knowledge sharing and technology diffusion probably become a process of 'one shot', instant, and low cost. In the other word, knowledge sharing can occur directly in an organization when an individual can be accepted or hired for a job, so this individual can be available for knowledge sharing.

Knowledge sharing is not recognized as an easy process. According to the theory of communication (Shannon and Weaver, 1949 in Indarti, 2010), communication can be well conducted if the two parties understand and comprehend what is being discussed. Besides, it becomes a constraint when the behavior in hiding what they know to others or insisting to keep knowledge for them selves. If it happens, what has been mentioned by Szulanski that knowledge sharing as knowledge stickiness makes sense. In the other hand, if each individual has believed and been in faith in an organization, it is impossible for them to not share their knowledge. According to Davenport and Prusak (1988: 97), the good faith of each individual in an organization can help to develop knowledge sharing in an organization. Besides, it is explained

---

<sup>1</sup> Sensational innovation 'Just in time' was created by the close partnership between Toyota and its suppliers. It becomes an activity to transfer knowledge from and to suppliers.

by Davenport and Prusak (1998: 98) that knowledge sharing must occur when they have any common in language, culture, and thought or called common language.

An ideal organization usually needs to hire employees who are willing and able to work together in any conditions to meet their job requirements and responsibilities. Therefore, it must hire employees who meet its demand. In this case, the harmony of individuals with their jobs as well as their environment and characteristics of an organization can be an important issue.

In the other word, when an organization could find human resources who are able to adapt with the organization, it is not impossible to make knowledge sharing in an organization become easier even faster and instantly. If the second scenario can run well, what Nelson states about knowledge sharing as “one shot” process could be logical.

The difference opinions about knowledge sharing becomes an interesting issue and cause theory gap which requires deep study to solve the gap. To connect those differences, it is predicted that trust factor possibly becomes the key. When among all elements in an organization are in good faith, it indicates that process of knowledge sharing will possibly work better in an organization. Several opinions support that issue, for instance Levin et al. (2002:2) states trust factor is crucial to develop knowledge sharing activities. Tsai (2002) finds empirical fact that informal relation influences significantly on knowledge sharing because of trust factor. Minbaeva (2014) in his article explains an empirical fact about characteristics between knowledge disseminator and taker which may give positive effects to share knowledge or called knowledge sharing likewise to the close relation between knowledge disseminator and taker which may positively affects to knowledge sharing.

Referring to the previous opinions, it concludes that trust can be an important factor for a company to boost knowledge sharing activity; however, it is not an easy way to build trust since factors of individuals' different personalities may trigger conflicts among individuals. No human being in this world was born similar one and another and had 100% similarities, but each person may be put together to complete and to help each other. One of the theories which can explain adjustment form is the theory of person-job fit and person-organization-fit.

In person-job-fit (PJ-Fit) theory and person organization fit (PO-Fit) theory, every labour owned by an ideal organization must be able to conform job descriptions with knowledge, skill, and ability they have and must conform the values of individual and organization. Being able to correspond their ability with job requirements and organizational value, it is possible to work

more comfortably. In other word, it could simplify job responsibility. For example, it will be more difficult if an employee who has competence in human resource and development should adapt him/herself to accountancy and finance. When facing the reality, she/he will have difficulties to comprehend tasks and jobs which are not matched his/her qualifications as well as to compete with co-workers since his/her ability and knowledge are not equal, so it is difficult to expect trust building among workers. In the other word, having co workers who have same ability, skill, and knowledge can simplify to build trust. In the context of this study, once trust is build, it could be easire to establish knowledge sharing between co-workers.

The research finding by Lee and Wu (2011) presents that the compatibility and suitability may be beneficial for a company to build innovative climate. In the other word, job fit which can be built in an organization encourages it to have innovative job fit; therefore, it will possibly help a company to improve its innovative ability. The concept of PJ-Fit and PO-Fit has factor of job fit match with knowledge, ability, and skill (PJ-Fit) as well as values of an organization (PO-Fit) which seems very beneficial for a company particularly which puts innovation as a part of it.

The relationship between PJ-Fit and PO-Fit towards trust gradually which can grow knowleedge sharing activity in order to create ability to innovate becomes a new finding for this research since the relationship between these variables has not been studied before. Particularly, this relationship is a causative relationship which never been discovered. Based on the studies in the previous explanation, they mention that trust factor takes an fundamental role in knowledge sharing, but the previous factor to build trust is relatively less studied. Besides, in this study, this model will focus on SMEs in creative industries. A bunch of previous research discussed about knowledge sharing and innovative ability was conducted in research objects of big scale business or small-big scale business; however, this study will focus on new issues.

The object of this research is SMEs in creative industry in Indonesia which are particularly located in Daerah Istimewa Yogyakarta (DIY) representing western part of Indonesia, Bali representing middle part of Indonesia, and North Sulawesi representing eastern part of Indonesia. DIY and Bali are choosen since these areas have many creative industries and become barometer for creative industries in Indonesia. According to news written in Koran Sindo (6 July 2017), Badan Pusat Statistik (BPS) – Central Bureau of Statistics and Badan Ekonomi Kreatif (BEKRAF) – the Indonesian Creative Economy Agency state that DIY and

Bali are provinces which have powerful economic potency to grow Indonesian economy. North Sulawesi which is not included as a creative industry barometer in Indonesia, but, it has higher average of economic growth than of national economic growth (reported by BPS North Sulawesi, 2017). This province may have a treasure of potency of creative economy which has not been discovered. Reported in Berita Antara (28 Februari 2017), one of economic booster in North Sulawesi is the growth of creative industry in Manado (a city in North Sulawesi).

## **LITERATURE REVIEW**

Knowledge is currently considered as a substantial resource for an organization (Grant, 1996: 110), and even as a central of successful business for individual (Davenport, 2015:17). As far as known, an organization is an association of individuals which is assumed to be able to create job outcome based on knowledge. In the other hand, if knowledge which people have is used well and optimally, it will produce a beneficial result for a company (for example: staff's monumental attainments).

Generally, knowledge in an organization can be in the form of document or repository as a guidance and explanation of organizational routine, process and practice, and values (Davenport and Prusak, 1998; 1). It is not in the form of data or information (Davenport and Prusak, 1998: 1). Data are used for information then selected and used for beneficial activities of an organization, and that is called knowledge. According to Davenport and Prusak (1998), knowledge includes wisdom. It can be defined as "fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluationg and incorporating new experiences and information" (Davenport dan Prusak, 1998:5). Srivastava et al. (2006: 1241) defines knowledge as a framework of capability, skill, information, experience, idea, and insight.

## **INNOVATIVE ABILITY**

Right now, innovation deleps as a part of a company's life as a tool for showing the capability of competitiveness and for reaching success (Nonaka and Takeuchi, 1995:15). Tidd et al. (2005: 10) states to survive in competition, small or big companies should make innovation. Hisrich et al. (2017: 97) supports this opinion by stating that innovation is a part of key attempts for economic development of a company, a regional area and a state.

According to creative destruction by Schumpeter (1934), an innovation cannot be separated from entrepreneurial spirit which is always trying to find innovative ways to gain strategic characteristics (Tidd et al., 2005:7, 18). David and David (2015: 320) explains what can confirm Tidd's opinion that the company's strategic superiority is expressed by innovative research and development results. Thomas Edison reports that a genius innovator contains 1% inspiration and 99% perspiration (Hirisch et al. 2017: 97). Therefore, developed innovation is currently considered as fundamental element of entrepreneurship and business success (Pirich et al., 2001). As concluded by Drucker (2011), entrepreneurial spirit is visionary spirit which has imaginative – creative ability as a foundation of the birth of innovation. In the other word, developing entrepreneur means developing innovation.

The innovation which is resulted by a company is a result of application of new knowledge (Indarti, 2010: 13). Tsai (2001) states that new knowledge is a crucial issue for new product development and the birth of innovative idea. Appleyard (1996) in his research for semiconductor industry explains that new knowledge is resulted by process new insight explorations combined with insight exploitation.

Innovation requires knowledge which belongs to the company and new knowledge. Knowledge resource can be obtained by consumers, suppliers, educational service (such as university) and other research institution (Indarti, 2010: 15). Sveiby (2001) explains that new knowledge can be obtained by internal and external source. It is obtained by a company which has positive effects to the job opportunities and good innovative ability (Tsai, 2001).

Definition of innovation can be various but still refers to a conclusion, innovation as a form of novelty. Johannessen et al. (2001: 22) defines that innovation as a form of novelty which aims to create and to preserve sustainable competitiveness. According to Johannessen et al. (2001: 22), innovation is as a form of novelty which can be referred to these three questions: What is new? How is the innovation? and Who is it for?. To answer all of these questions, it should be considered from the types and levels of innovation, as follows:

### **Types of Novelty**

Innovation is not only a physical form of application but also form of innovative process. According to Samson (1991, in Harrison and Samson, 2002:56), a new form of innovation is divided into three types: product innovation, process innovation, and system and managerial innovation. Damanpour (1996:694) clarifies that types of innovation can be divided into product

innovation or new service innovation, organizational innovation or new administration system, new technology, new factory or program for organizational members. According to Damanpour (1996), Johannessen et al. (2001: 21) develops measurement of innovation which can be seen from the six types of innovation: innovation as new product, new production method, new service, new market, new source of resource availability, and new perspective of an organization.

According to Indarti (2010: 13), what becomes new for innovation is new outcome from operational activities of a company. Therefore, ability to innovate can be measured by the capability of a company to produce innovation for its operational activities. It should be noted what is being considered as a new thing by a company does not change to be a new company (Johannessen *et al.*, 2001; Tidd *et al.*, 2005:267).

### **Degree of Novelty**

Novelty of innovations lies on its degree of innovation. March (1991: 72) shares that novelty degree of innovations is divided into two: explorative and explanatory innovation. Explosive innovation is attempts by a company to develop or modify the previous form of innovation (for example: product package modification). Exploratory innovation is an attempt by a company to find the newest things which never discovered. It has the highest risk compared to exploitative innovation (March, 1991: 73). The conclusion by Kamasak and Bulutlar (2010), although innovation is risky but the most effective way of determining a company's success in innovation lies in combining exploration and exploitation innovations.

In line with the opinion of March (1991), Tidd et al. (2005: 11) reveals that the novelty level of innovation can be divided into two things, namely incremental innovation and radical innovation that is continuum. Incremental innovation is an innovation that adds something new to the old thing or modifies what's already there, and brings that innovation into something new for the company. Meanwhile, radical innovation is an innovation that produces something completely new, and brings that innovation into something new to the world. The ability of innovations to make changes in either incremental or radical changes depends on the size of the company and the type of company (Indarti, 2010: 14-15). For example, large companies usually possess higher innovative capabilities than small firms (SMEs) because they are supported by better capital and labor structures. While from the type of enterprise level of novelty can be seen from examples of companies in the field of information technology is more aggressive to innovate than furniture companies (Indarti, 2010: 27).

All incremental or radical changes often occur in corporate activity, sometimes the changes are acceptable and become a daily part of the company but sometimes the changes are very radical and make fundamental changes to the company (Tidd et al., 2005: 11). For example when SMEs apply the use of information technology to be part of a company's production process, the change may be very new to the company, but on the other hand the use of information technology for large companies is probably the norm. In other words the novelty form in each company will be different from other companies. Tidd et al. (2005: 268) explains that the novelty of innovation depends on the perception of the creator (the company). It can be inferred that the novelty form of innovation is closely related to where innovation is adopted.

The innovation capability generated by the company is the result of new knowledge applications obtained by the company (Indarti, 2010: 16). Tsai (2001) reveals that new knowledge is crucial for new product development and the birth of innovation ideas. According to March (1991 in Indarti) new knowledge results from the company's ability to exploit existing knowledge within the company and explore new sources of knowledge. Appleyard (1996) in his research in the semiconductor industry reveals that new knowledge results from the process of exploring new knowledge and combining it with the exploitation of knowledge.

Innovation needs knowledge which the company has been acquired and new knowledge synthesized from various sources. Knowledge sources can include consumers, distributors, and educational institutions (such as universities) and other research institution (Indarti, 2010:15). Sveiby (2001) asserts that new knowledge can be obtained from both internal and external sources. This new knowledge gives positive effects since it opens an opportunity to improve work performance and better innovation ability (Tsai, 2001).

Due to some insightful opinion explained in the previous paragraphs, it is obvious that a knowledge becomes the essential for either big companies or small companies to develop their innovation ability. Further explanation concerning knowledge as the resources will be elaborated as follows.

## **KNOWLEDGE SHARING**

According to Nonaka and Takeuchi (1995) knowledge sharing is associated with the knowledge creation (Kamasak and Bulutlar, 2009:307). Nonaka et al. (2006:1179) define knowledge creation as the continuous learning process by acquiring new contexts, new insights,



and new knowledge. The continuous learning process will be more meaningful if an individual shares the knowledge he or she has acquired to others instead of keeping it for himself or herself. Grant (1996:111) asserts that knowledge as a resource must have “transferability”; thus, knowledge sharing is able to represent this characteristic. Grant (1996) explains that knowledge is a resource which can be transferred to the society or within the organization.

Knowledge sharing is a social activity (Dalkir, 2005:138). As a result, an individual in his or her effort to obtain a new knowledge, must interact and communicate with others related to tacit or explicit knowledge which he or she has acquired (Kamasak dan Bulutlar, 2009). Srivastava et al. (2006:1241) add that without knowledge sharing, knowledge will be underutilized. Referring to this opinion, it is expected that knowledge sharing is able to improve intellectual richness for both individuals and organization which eventually enables the organization to sharpen its competitiveness.

Knowledge sharing in an organization can be defined as the exchange of either tacit or explicit knowledge in order to obtain new knowledge (Hoof dan Ridder, 2004:118). Knowledge sharing involves the activities of individual in contributing ideas, suggestion, experiences, and expertise to other group members in an organization (Srivastava et al., 2006:1239). Hoof and Rider (2004:118) the activities in knowledge sharing are divided into knowledge donating and knowledge collecting. Knowledge donating is a process to transfer or exchange knowledge in the means of communication among individuals. In other words, knowledge donating requires someone’s willingness to transfer his or her knowledge to others without prior requests. Knowledge collecting is defines as a process from which an individual obtain the knowledge by having consultation or persuading other individuals to share their knowledge.

Knowledge sharing refers to an interaction among individuals within an organization and outside an organization, such as consumers and distributors (Sveiby, 2001). Yeh et al. (2010) supports Sveibi by asserting that knowledge sharing in a market-orienting company involves individuals working in different departments, consumers, and competitors. Dyer and Nobeoko (2000) explain that Toyota is capable of reaching utmost productivity by establishing the network of knowledge sharing with the distributors. When an individual is willing to initiate knowledge sharing which supports the company’s goal, this company will get advantages especially to improve its innovation ability (Lin, 2007). Tsai (2001) emphasizes that a new

knowledge resulting from the interaction among work unit will lead to positive affect on the innovation.

Knowledge sharing becomes the key success in turning individual learning into organizational capability (Frey and Oberholzer-Gee, 1997; Nahapiet and Ghoshal, 1998; in Lam and Lambermont-Ford, 2008). However, Lam and Lambermont-Ford (2008) warn that knowledge sharing has been a challenging activity depending on the individual's willingness to share. Szulanski (1996) refers this challenge as stickiness of knowledge since knowledge sharing is a social process containing complexity and causal ambiguity.

### **Knowledge Stickiness**

Knowledge stickiness refers to a difficulty found during the process of transfer or knowledge sharing within the company or among companies (Indarti, 2010:54). A communication theory can explain why it happens. Based on the communication theory, a communication should be two-way direction between the giver and the receiver. They can establish good communication if each of them has a comprehensive understanding on what they get and what they give. However, sometimes, this communication does not run smoothly, so it leads to a misunderstanding between the information giver and the receiver. (Shanon and Weaver, 1949 in Indarti, 2010:54).

Szulanski (1996) explains that what makes knowledge sharing impossible to do is because the knowledge sticks on an individual. Polanyi (1962) defines this tacit knowledge. Tacit knowledge is defined as the knowledge which sticks on an individual for such a long time that it is hard for others to understand. In other words, only the knowledge owner can understand 100 percent what he or she has learnt. For example, what Steve Jobs has acquired will not be able to fully understood by Cook Team (CEO Apple) although Cook Team consists of the most excellent pupils that Steve Jobs has. Cook Team must be able to develop their potential rather than trying to be equal as Steve Jobs.

Szulanski (1996:30) states that knowledge sharing has 7 characteristics leading it to knowledge stickiness. First, Causal Ambiguity. It happens due to the different perception between the giver and the receiver, thus, both of them are unable to achieve mutual understanding. Second, Unproven. A knowledge which has been testified will be more credible to be shared to others. The evidences make human knowledge become robust and other people confident. The lack of credible evidences makes it difficult for other people to be committed in

the process of knowledge transfer. Third, Lack motivations. A knowledge giver is less confident to share the knowledge with others due to his or her fear of losing the knowledge, privileges, and superiority. Another reason is the lack of reward he or she will receive. The knowledge receiver is not motivated because he or she does not have enough reason to receive the knowledge.

Fourth is No reliable. A credible expert will get more trust from the knowledge receivers. Therefore, if an individual is perceived to be less capable of sharing the knowledge, the process of knowledge sharing will be difficult to initiate. Fifth, weak absorptive capacities. The receiver of knowledge is perhaps unable to absorb new knowledge. Indarti (2010) shows that a small business in a developing country finds it difficult to accept a new technology because it does not know how to apply that new technology.

In Barren of Organizational Context. Szulanski describes knowledge sharing as planting a tree. When someone plants the tree for the first time, it grows well. If this tree is removed and replanted to another field, this tree does not grow well. Similarly, an organizational pattern does not give the expected result when the formal structure of a company is transferred or adapted to other companies. Finally, Arduous relationship. A good and intimate relationship between the giver and the receiver of knowledge can be an important factor to achieve successful knowledge sharing. Davenport and Prusak (1998) explain that a good relationship starts from mutual trust.

It can be summed up that knowledge stickiness requires a good solution in order to gain knowledge that the company needs. Knowledge sharing will be impossible to do if the company is unable to find solution to face difficulties encountered during knowledge sharing. When knowledge can not be shared to others, the company does not obtain a new knowledge which eventually impedes the company's innovation ability. These seven characteristics underline that mutual trust becomes crucial to solve stickiness problem during the process of knowledge sharing (Levin et al 2001). A two-way communication must involve a person who has a credible cognitive and affective abilities. (McAllister, 1995).

In contrast to Szulanski, Nelson (1981) has a different perception related knowledge sharing. Nelson (1981) explains the process of knowledge dissemination is one shot action process. It means that knowledge can be automatically transferred when an individual joins a company.

**One shot action' Knowledge sharing**

Nelson (1981) in general explains that the technological diffusion as the result of knowledge sharing in an organization is an instant and low-cost process. Nelson speaks that the growth of economy and business results from the technology, so the company should adapt this technology as soon as possible.

Technology is the result of the company's effort to learning by doing. In other words, knowledge is more difficult to be articulated than to be shared because technology as the result of knowledge is much easier to be learnt by practicing it. It is easier to share this knowledge by showing to others.

Nelson admits that people find more difficulties to understand tacit knowledge, but it does not hamper the company to learn. It means that knowledge sharing remains exist in an organization because each member of an organization must involve in finishing the job including learning new technology.

Tommasi and Caputo (2009:1) explains that the more knowledge sharing, the less they can learn because human ability to learn is so limited. Nelson also supports this opinion by stating that it would be much easier for someone to absorb knowledge for the first time.

However, Nelson (1981) and Tommasi and Caputo (2009) seem to forget that an individual with knowledge can not be measured with mathematical equation. Human is a unique creature having different personalities and traits one to another. Human needs many things in addition to technology, and then utilizes new knowledge with an utmost effort.

From these two contrasting opinion related to knowledge sharing, the writer tends to support Szulanski (1996). It does not mean that Nelson (1981) is wrong, but comparing these two opinion becomes the focus of the research. Another focus in this research is the benefits of knowledge sharing, one of which is innovation ability, and it will be further elaborated in the following discussion.

### **Knowledge sharing and Innovation Ability**

Innovation greatly depends on knowledge, which means that knowledge will provide a new chance for the company to develop. Innovation is closely related to the concept from Nonaka et al. (2006) which is knowledge creation. In creating new knowledges, it is crucial to establish a mutual relationship between the giver and the receiver. This new knowledge is an input of innovation process (Du Plessis, 2007:20).

A company's ability to manage knowledge as the resource will be useful to accelerate the process of problem solving. It happens because knowledge enables an reactive ability to respond a new information; therefore, it will improve innovation ability (Lin, 2007).

Some previous studies have provided empirical evidences that show that knowledge sharing leads to company's innovation. Darroch (2005) gives an example of how knowledge sharing in an organization is able to trigger innovation. Tsai (2001) sums up that new knowledge due to a good interaction with work units gives a positive effect on innovation. Miller et al. (2007) asserts that the utilization of knowledge conducted to knowledge sharing among divisions in a company accelerate innovation process. Wang and Wang (2012) provide an empirical evidence that knowledge sharing of tacit and explicit knowledge which occurs in an information technology company in China facilitate a company's innovation. Further, Wang and Wang explain that tacit knowledge sharing gives more influences on the innovation quality and operational performance. Meanwhile, explicit knowledge sharing has more functions on the speed of innovation and finance performance. Knowledge sharing between the members of organization inclines to give new ideas to develop products and innovation process (Mehrabani, 2012). Almahamid, (2010) emphasizes that knowledge sharing improve innovation and competitiveness. It also helps small and medium businesses to be more creative and innovatios in their effort to improve organizational performance (Nghah, 2009).

Another research focus which emphasizes on knowledge donating and knowledge collectng provides similar result. Lin (2007) provide an empirical evidence that knowledge donating and knowledge collectng as the dimension in knowledge sharing simultanenously improve the company's innovation capability. Kamasak and Bulutlar (2009) also explain that knowledge donating and knowledge collectng are useful in improve the company's innovation capability.

If two research above have simultaneous results, some research have partial results. Rahab, (2011) and Kumar, (2012) explain that the willingness to donate knowledge significantly affects innovation capability, product innovation and innovation process leading to the success of business. Alhousseini (2013) also explains that knowledge donating has significant influence on product innovation and innovation process. Liao et al. (2006) also find an empirical evidence that donating knowledge and absorptive capacity simultaneously affect innovation ability. Yeşil

e. al. (2013) find an empirical evidence that donating knowledge has a positive result on capability and innovation performance on both small and big companies.

Concerning knowledge collecting, the findings in this research support previous research which underline the influence of knowledge donating to innovation ability. Lin (2007) explains that knowledge collecting and knowledge donating affect innovation ability of the companies in various scale. Rahab (2011) also asserts that knowledge collecting has significant effect on the innovation capability. Yeşil e. al. (2013) has found the empirical evidences that knowledge collecting has positive influence of innovation ability of both small and big companies.

Research conducted in Indonesia also conclude that knowledge sharing in terms of knowledge collecting and knowledge donating supported by good ability in absorbing knowledge will give positive influence to the better productivity of SMEs in production sector in Sulawesi Utara (Wuryaningrat, 2013). Mulyana and Wasiowati (2015) conducted research in small-sized and medium-sized Batik centres, and they explain that knowledge collecting and knowledge donating have significant effect on the innovation capability. Kambey dan Wuryaningrat (2016) argue that transformational leadership plays an important role in accelerating knowledge sharing in terms of knowledge collecting and knowledge donating. As a result, it will improve innovation capability of SMEs in Indonesia, particularly in the eastern part of Indonesia.

Senduk (2015) has presented a different result by stating that short-term knowledge collecting and knowledge donating activities do not affect innovation capability of household industries in Sulawesi Utara, particularly Minahasa Regency. However, long-term knowledge collecting and knowledge donating activities give positive effect on innovation capability because learning process requires continuous effort. Although slightly different, the research finding of Senduk support other studies which explain that knowledge sharing (knowledge collecting and knowledge donating activities) has positive effect in innovation capability.

Wuryaningrat's research (2012) presents a surprising fact that knowledge donating give positive effect to the innovation ability while knowledge collecting gives negative effect to the innovation ability of SMEs in Special Province in Yogyakarta. Further, she explains that knowledge collecting weakens the innovation ability because innovation is like a 'bottle neck'. The more the knowledge obtained, the lower innovation motivation. These results confirm the

research of Tommasi and Caputo (2009) who explains the more knowledge human have, the less aspect they can learn.

As previously described, knowledge sharing activities aims to gain knowledge from either internal sources or external sources. Thus, to achieve the purpose of knowledge sharing, the small or large companies should often deal with knowledge sources such as consumers and suppliers or other sources. Then, knowledge collecting and knowledge donating activities, are expected to increase the company's knowledge by establishing interaction with among employees. This increasing knowledge will enhance the company's innovation capability. The ability of corporate innovation results from knowledge sharing activity such as new creative ideas. This new idea facilitates innovation and new business opportunities (Darroch, 2005).

For example, the innovative skills of furniture SMEs in Yogyakarta are derived from their interactions with consumers to find or deliver the latest models consumers want (Indarti, 2010). System and management innovations, such as just-in-time, make Toyota the pioneer of the world automotive market. Just-in-time can be realized well by Toyota due to knowledge sharing activities between producers and suppliers (Dyer and Nobeoko, 2000).

## **TRUST**

The word belief is derived from German, *trost*, which means comfort, and it starts from an assessment of the ability or character of others. Trust is a complex concept and difficult to pin down because it involves many factors, depending on expectations in various forms of relationships, and changing along the course of a relationship (Suot, 2013). McEvily and Tortoriello (2011: 23) found 129 confidence measurements during the period of 48 years. All studies focus on trust, but trust is a positive hope. Colquitt and Roddel (2011: 1183) describe his findings in his meta-analysis that there is much debate in building the measurement and operational definition of trust. In spite of these debates, building trust in companies or organizations is good and has a broad positive impact on individual behavior and organizational performance (McAllister, 1995: 24).

Colquitt et al., (2007: 910) defines trust as a willingness to accept authority on the basis of positive expectations about the actions of authority and its intensity. Trust is a form of relationship which can be successful depending on the level of trust among members of the organization or company. It involves positive expectations and also a risk resulting from the

decision to trust others (McShane and Gilnow, 2018: 232). Furthermore, McShane and Gilnow describe trust as a perception which argues that trust can be established from someone's confidence in ability, integrity and virtue. Trust is also an emotional form and a positive feeling about others. That opinion embodies affective, cognitive, and interpersonal trust (McShane and Gilnow, 2018: 232)

This research emphasizes on interpersonal trust. Interpersonal trust is "The extent to which a person is confident in, and willing to act on the basis of, the words, actions and decisions of another" (McAllister, 1995: 25). In other words, the interpersonal trust is the extent to which individuals are willing to put their trust by acting on the basis of words, actions and decisions of others. It contains individual's trust and confidence to perform actions, statements, and decisions.

Davenport and Prusak (1998: 97) mentioned that in the 1990-1991 a team of surgeons at New England Hospital did research to find out for the success rate of surgical operation to succeed. It turns out the key lies in the trust between doctors and nurses and other supporting staffs. They believed that the skills and abilities of the existing surgical team from doctors to nurses and other supporting staffs will be helpful in performing their duties and responsibilities.

Trust will make the individual is able to to take risks. Trust emerges a feeling that others will not take advantage (McAllister, 1995). Then trust refers to the assurance to get what he or has expected abstain from anxiety (Deuch, 1973).

Lewis and Wiegert in 1985 stated that interpersonal trust has two foundations: cognitive and affection trust (McAllister, 1995: 25). Cognitive belief is a form of trust in others whom he thinks worthy to be chosen based on respect, knowledge or other reasons. Trust can be emerged based on the interaction of the past, the similarity of social life, and the consideration of its organizational context (Zucker, 1986 in McAllister 1995). McAllister also argues that the work relation is a personal matter which will continue growing from time to time, so it is possible that track record of the colleagues will be a consideration.

Affective trust is established based on emotional bonds between individuals. People build affective trust as a form of investment, a form of attention and an exception to their co-workers. This trust assures that investment, concern and concern for others will make others do the same. The ability and reliability of affective trust can be established through previous interactions between individuals involved in the organization (Lewicki et al., 2006: 1002).



This two-dimensional relationship in interpersonal belief shows that cognitive trust predates affective trust (McAllister, 1995, Lewicky, 2006). In other words, the low level of affective trust can arise through existing cognitive confidence. Although affective and cognitive trusts are different dimensions, they are interrelated and inseparable in measurement or research involving interpersonal trust variable (McAllister, 1995; Lewicky et al., 2006).

The following section will explain how the relationship and trust influence in knowledge resources. In general, it can be concluded that trust is essential for the company to strengthen itself through the sharing of knowledge resources.

### **Trust and Knowledge sharing (Knowledge Donating and Knowledge Collecting)**

Trust is a very influential tool in the management of a company because trust will sharpen business performance and innovation (Hisrich et al., 2017: 103). Davenport and Prusak (1998: 34) argue that without trust, the knowledge resources will not give benefit for the company.

To make a good use of trust to be beneficial for the company, Davenport and Prusak (1998: 34-35) propose three steps. The first step is that trust must visible benefits during the process of knowledge sharing. In other words, knowledge sharing must give concrete benefits.. For example incentives which directly encourages the motivation of doing knowledge sharing within organizations (Bartol and Srivastava, 2002). The second process is ensuring trust is ubiquitous in all organizational levels. If trust fails to exist within the organization, knowledge sharing will become asymmetrical and inefficient knowledge. After ensuring that trust is built within each organization level, the management can do the third step. It involves building trust starting from upper management. Trust usually flows from top to bottom. In other words, upper level management knowledge get trust from the lower level of employees.If top management knowledge can be trusted and reliable, knowledge can more efficiently and effectively flow to the lower organizational levels.

According to Kogut and Zander (1992: 388) the organization is a mechanism for transferring social knowledge. Created knowledge requires individuals who have capabilities deemed worthy and trustworthy (Nelson and Winter, 1982 in Kogut and Zander 1992). Trust in a

company or organization is very good and has a broad positive impact on the organization (McAllister, 1995). Trust will make the individual willing to take risks. Trust results in a feeling that others will not take advantage (McAllister, 1995).

From the opinion of McAllister (1995) above, it can be said trust enables the individual within the company to willingly give what he has such as knowledge. Individuals who trust each other have no assumption that they have lost knowledge because they believe that knowledge will be used for common interest and will not be misused. It is concluded that trust is useful for the company because employees will involve in knowledge donating and knowledge collecting. This fact supports Szulanski's opinion (1996: 32) that the inhibiting factor of knowledge sharing is loose relationship among individuals. In a study conducted by IBM technology and information company, it was revealed that the trust is 'magic ingredient' serving as a fundamental factor for encouraging knowledge sharing within IBM (Levin et al., 2002: 2).

Several previous studies confirm this. Abrams et al. (2003) and Al-Alawi (2007) in his research provide the empirical evidence that building interpersonal trust for the organization is similar to building knowledge sharing within the organization. Wu and Sukoco (2010), explain that the behavior of knowledge sharing and other behaviors related to the Iphone brand user community in Thailand will be strengthened by strong trust among community members. Chang and Chuang (2011) reveal that the trust within the company will affect the quantity and quality of knowledge sharing. In other words, the quantity of knowledge sharing is higher and the quality of knowledge sharing is also important. Javadi (2012) reveals that motivation and trust factors are factors that need to be considered in improving knowledge sharing behavior. Park and Lee (2013) indicate that team members will share their knowledge when they trust their colleagues and feel dependent on their colleagues. Pangil et al., (2014) in Malaysia shows that the effectiveness of the company's virtual team is determined by the trust factor that will first encourage the creation of a virtual team that is knowledge sharing. The meta-analysis performed by Kaewchur and Phusavat (2016) explains that there are 5 (five) key factors of knowledge sharing those are trust, information technology, leadership, motivation and organizational culture. Trust is said to be one of the three biggest factors.

In relation to cognitive and affective trusts, Swift and Hwang (2012) find empirical evidence that cognitive belief positively affects knowledge sharing and is able to create a good environment for learning. While affective trust has a positive and significant impact on

knowledge sharing. Zhang (2014) provides empirical evidence that cognitive and affective trusts will encourage knowledge sharing, knowledge seeking and knowledge adopting among employees in China. Blass and Martin (2016), explain that low cognitive and affective trust among employees will adversely affect social activity of knowledge sharing within the company. Further, cognitive trust plays a significant role in explicit knowledge sharing while affective trust plays a role for tacit knowledge sharing. Blass and Martin's (2016) research confirms Holste and Fields (2010) research that provides empirical evidence that the level of active and cognitive trusts play a major role in the willingness of employees to share and utilize tacit knowledge. Affective trust has a significant role in tacit knowledge sharing, and cognitive trust plays a significant role in the utilization of tacit knowledge.

Some research provide detailed information explaining that trust is important for two for knowledge sharing dimensions that is knowledge collecting and knowledge donating. Goh and Sandhu (2014) revealed that interpersonal trust has a positive effect on improving knowledge sharing behavior especially on the dimensions of knowledge collecting and knowledge donating. Hoof and Ridder (2004) describe the increased confidence will increase knowledge collecting and knowledge donating.

From various opinions and empirical evidences from a variety of corporate backgrounds, and physical and non-physical (virtual) relationships, it can be deduced that these opinions state that trust makes knowledge sharing among individuals in a company possible. Trust will make the individual willing to contribute what he knows and to give his knowledge when requested by colleagues.

### **PERSON JOB FIT (PJ-FIT).**

The PJ-Fit theory speaks of compatibility between individual attributes and job characteristics or descriptions. Kristof and Brown (2000) define PJ-Fit as a suitability between personality, knowledge, skills and abilities with job descriptions. PJ-Fit can be perceived from two things: demand-abilities fit (DA-Fit) and need-supply fit (NS-Fit) (Caplan, 1987: 249).

DA-Fit refers to adjusting knowledge, skills and expertise to the work needs. NS-Fit refers to a match between individuals with work based on the needs of individuals with salary or rewards. From these two things, it can be concluded that good suitability occurs when the individual has the right competence, skills and ability to run his / her job to meet his / her needs.

## **PJ-Fit and trust**

If the individual have compatibility and trust in the organization, it is not impossible the individual can be very open with his knowledge. Davenport and Prusak (1998: 96) state that the trust between individuals or individuals and the organization accelerates knowledge sharing within the organization. Furthermore, Davenport and Prusak (1998: 98) explain in knowledge sharing there must be similarity in language, culture, mind. Davenport and Prusak called this common language.

Vianen et al., (2011) concludes when an employee feels comfortable with his work and work environment, he will have a sense of satisfaction with his work. Vianen et al. explains the suitability will be able to build trust between colleagues and superiors.

PJ-Fit talks about the compability of employees' knowledge, abilities and expertise (KSA) with job descriptions. According to Kristoff and Brown (1996: 11), PJ-Fit can be evaluated from the subjective and the objective sides. Evaluation of the subjective side is an assessment of the perception of the individual itself or the judgment of others about how he or she thinks of the suitability of his abilities with the work he is doing or about to do. While the assessment of the objective side is an assessment by comparing the results of its work with other individuals with similar job descriptions.

PJ-Fit refers to employee competencies to fullfill job demands. For example, the demands of marketing personnel do not only require marketing management education but require knowledge, ability and skill in communicating and negotiating and persuading. Another example is if the demands of work is in the financial field, the company needs KSA mastering in finance. It is possible that ability and knowledge of one employee to another is different, so it may cause reluctant to mingle because they don't trust each other.. McAllister (1995) assert this a cognitive belief since people feel reluctant to trust others because of the incompetent co-workers.

When a person does not want o interact with others, it is difficult to understand and trust each other. McAllister refers this as an affective trust. Without good interaction, it is difficult to establish an emotional bond that becomes the key to affective trust. Therefore without trust, there will be no knowledge sharing. For example, when an employee seems more dominant than others, it is very possible to have 'one man show'. It means that trust exists in a such low level.

Minbaeva (2014) describes that the characteristics and factors of personal closeness have positive impact on knowledge sharing. Characteristics and closeness factors are associated with trust. Szulanski (1996: 32) mentions that one of the factors that hinders knowledge sharing is an inharmonious social relationship as the result of the lack of mutual trust. Lin (2007) research aims at generating the process of knowledge sharing within the organization. It requires enjoyment to help other and knowledge self efficacy. Lin suggests two individual factors which require another element to be antecedents, that is a mature work climate. The working climate is needed is a working climate in which members of the organization have the element of knowledge oriented, mutual trust, and strong organizational commitment. Afsar et al., (2015) reveals that PJ-Fit positively affects the innovation climate within organizations that are mediated by the innovation trust. Covella (2017), explains that PJ-Fit and PO-Fit have a positive effect on employee engagement and reduce the risk of employees out of work driven by organizational beliefs. The results of these studies form the basis of a foundation in stating that it is possible that as knowledge, organizational skills and abilities increase it will facilitate the building of trust among individuals within the organization.

### **PERSON – ORGANIZATION FIT (PO-FIT).**

The organization is a collection of individuals whose individual characteristics match the organizational environment (Caplan, 1987: 248). Therefore, the organization and its members should share same interests, same vision and goals, and even the culture. Kristof (1996: 4-5) calls this condition PO-Fit, referring to a compatibility between individual and organizational values. The point of view and vision and mission of the organization play an important role to the values owned by each individual. It affects the level of performance of the individual. Thus, it is necessary to support factors for good adaptation between individuals and organizations.

PO-Fit, as explained by Lee and Wu (2012), is used to see the direction of the relationship between personality with job information and organizational attractiveness. Schneider (1987) also reveals that the individual will be interested in joining the organization due to the similarity in interest and personality.

Based on the above opinion, the organization or company can find and select employees who can adjust themselves on the values of organizations that include culture, vision and mission and organizational character. To achieve the company's vision, the organization need to find

individuals who are able to adapt quickly into the organization. Adaptation is difficult to implement if the people within the company do not fit the character and culture of the organization. For example, when Toyota has a kaizen or continuous improvement philosophy, and implements knowledge sharing (Dyer and Nobeoko, 2012), it is assumed that Toyota-compatible employees are innovative, creative, sociable individuals.

### **PO-Fit and Trust**

Person organization fit is the development of the theory of person job fit that says KSA is important; however, relying on KSA alone without any adjusting the culture and organizational characteristics and vision and mission of the organization or as corporate values will not provide significant benefits to the organization. According to Cable and Judge (1995), an effective organization is an organization that can unite its values, needs and interests between individuals and organizations. According to Bowen et al., (1991), an example of adaptation process is that the characteristics of employees who are recruited must be in line with organizational culture.

Tom, (1971) explains that most people will choose the environment which supports their 'personality'. From these statements, it can be concluded that the company as an organization with various individuals is an environment that also requires similarity in personality. An individual can be selected in the organization based on the concept.

For example, if organizational culture is an organizational culture that reflects the energetic of the organization, what the organization needs is an energetic employee. Southwest airlines is an airline company that reflects the passion and attitude of employees who are ready to sacrifice or want to do good for others, so what the company needs is not only skill, high experience or higher education but also the employees whose personality matches the characteristics of Southwest organizations. Employees are a collection of people who are willing to help others, so it is easier to build trust among employees. Davenport and Prusak (1998) refers this as common language.

Afsar et al. (2015) explains that PO-Fit positively influences the beliefs of innovation which in turn will affect the climate of innovation. Covella (2017) has a reinforcing opinion that PO-Fit has an influence on employee engagement on its work when strengthened by organizational beliefs. In other words, the appropriateness of individual values such as characteristics, culture and personality with organizational values can help the organization build

a corporate innovation climate that begins by building trust in the organization. Close relationship among individuals is key to building trust and a company based on the compatibility between organizational and individual values.

Zhang et al. (2013) explains that the newly developed theory of job embeddedness theory explains meaning that the employees' dependence on the company is based on their similar values with organizational value. In other words, PO-Fit becomes the basis for job embeddedness theory. Zhang et al. further explains that friendship and trust networks are important to improve the quality of employee engagement with work.

## REFERENCES

- Abrams, L.C., R. Cross, E. Lesser, dan D.Z. Levin. 2003. Nurturing interpersonal trust in knowledge-sharing networks. *Academy of Management Executive*, vol. 17, No. 4, pp. 64-77
- Afsar, B., Y. Badir., Khan, MM. 2015. Person–job fit, person–organization fit and innovative work behavior: The mediating role of innovation trust. *Journal of High Technology Management Research*, 26, pp. 105–116.
- Al-Alawi, A.I., Marzooki, N.Y., dan Mohamed Y.F. 2007. Organizational culture and knowledge sharing: critical success factors, *Journal of Knowledge Management*, vol. 11:2, pp. 22-42.
- Argote, L., B. McEvily, dan R. Reagans. 2003. Managing knowledge in organizations: an integrative framework and review of emerging themes. *Management Science* 49: 571-82
- Assegah, M., dan Wasitowati. 2015. Pengaruh *Knowledge Donating* dan *Knowledge Collecting* terhadap *Innovation Capability* Kasus Pengembangan UKM Batik di Provinsi Jawa Tengah-Indonesia. *Jurnal Manajemen Teknologi*, Vol.14 No.3.
- Ayyagari, M. 2006. Micro and small enterprises: unexplored pathways to growth. *USAID working paper*. The Iris Center, University of Maryland,
- Ayyagari, M., T. Beck and A. Demirgüç-Kunt. 2004. Small and Medium Enterprises across the Globe. *Small Business Economics*, Vol. 29 pp. 415-434
- Bagozzi, R.P., and U.M. Dholakia. 2002. Intentional Social Action in Virtual Communities. *Journal of Interactive Marketing*. 16: 2–21.
- Bappenas, 2015. *Laporan Analisis Daya Saing UMKM di Indonesia*. [www.bappenas.go.id/artikel\\_2015](http://www.bappenas.go.id/artikel_2015).
- Barney, J. 1991. Firm resources and sustained competitive advantage. *Journal of Management*. 17: 99-120.
- Barney, J.B., 2007. *Gaining and Sustaining Competitive Advantage* (3<sup>rd</sup> edition), New Jersey, Prentice-Hall.

- Barrick, M.R., M.K. Mount, N. Li. 2013. The theory of purposeful work behavior: the role of personality, higher-order goals, and job characteristics. *Academy of Management Review*, Vol. 38, No. 1, 132–153.
- Bartol, K.M. and A. Srivastava. 2002. Encouraging knowledge sharing: the role of organizational reward system. *Journal of Leadership and Organizations Studies*, 9: 64-76.
- Cabrera, A., W.C. Collins, J.F. Salgado. 2006. Determinants of individual engagement in knowledge sharing. *The International Journal of Human Resource Management*, 17:2 pp. 245-264.
- Cadwell, D., dan C.A. O’Riley. 1990. Measuring Person-Job Fit With a Profile- Comparison Process. *Journal of Applied Psychology*, 75:6, pp. 648-657.
- Calantone, R.J., Cavusgil, S.T. dan Zhao, Y. 2002. Learning Orientation, Firm Innovation Capability and Firm Performance, *Industrial Marketing Management*, 31, 515-24.
- Caplan, R.D. 1987. Person-Environment Fit Theory and Organizations: Commensurate Dimensions, Time Perspectives, and Mechanisms. *Journal of Vocational Behavior*, 31, pp. 248-267.
- Chang, H.H., and S.S., Chuang. 2011. Social capital and individual motivations on knowledge sharing: Participant involvement as a moderator. *Information and Management*, 48, pp. 9-18.
- Colquitt, J.A. BA. Scott, dan J. LePine. 2007. Trust, Trustworthiness, and Trust Propensity: A Meta-Analytic Test of Their Unique Relationships With Risk Taking and Job Performance. *Journal of Applied Psychology*, vol. 92, No. 4, pp. 909–927.
- Colquitt, J.A. dan J. B. Rodell. 2011. Justice, Trust, And Trustworthiness: A Longitudinal Analysis Integrating Three Theoretical Perspectives. *Academy of Management Journal*, vol. 54, no. 6, pp. 1183–1206.
- Cooper, D.R., dan P.S. Schindler. 2010. *Business Research Methods* (10<sup>th</sup> Edition). Singapore: McGraw-Hill.
- Covella, G. 2017. *Person-Job Fit And Person-Organization Fit Influence On Turnover Intention: A Mixed Model Approach*. Trident University International, disertasi (tidak dipublikasikan)
- Dalkir, K., 2005. *Knowledge Management in Theory and Practice*. Oxford, UK: Burlington, MA.
- Damanpour, F.1996. Organizational complexity and innovation: developing and testing multiple contingency models. *Management science*. 32: 1422-1433
- Darroch, J. 2005. Knowledge Management, innovation, and firm performance. *Journal of Knowledge Management*, 9: 101-115.
- Davenport, T.H. 2015. *J. vom Brocke and M. Rosemann (eds.), Handbook on Business Process Management 1, International Handbooks on Information Systems* (2<sup>nd</sup> edition). Springer-Verlag Berlin Heidelberg
- Davenport, T.H. dan L. Prusak. 1998. *Working Knowledge: How Organizations Manage What They Know*. Harvard Business School Press, Boston, MA.
- David, F. dan F. David. 2015. *Strategic Management Concept and Cases: Competitive Advantage Approach* 15<sup>th</sup> edition. Pearson Education Limited, Harlow England.
- Drucker, P. 2011. *Innovation and Entrepreneurship: book summaries*. Auditech, Vol. 20 (8),
- Du Plessis, M., 2007. The role of knowledge management in innovation. *Journal of Knowledge Management*, 11: 20-29.



- Dyer, J.H, dan K. Nobeoka. 2000. Creating and managing a high-performance knowledge sharing network: The Toyota case. *Strategic Management Journal* 21: 345–368.
- Edwards, J.R. 1991. Person-job fit: A conceptual integration, literature review, and methodological critique. *International Review of Industrial and Organizational Psychology*, Vol. 6, pp. 283-357
- Filipovic, D., X. Lee., J. McCartney, dan J. Pitts. 2011. Google Balance Scorecard. <http://www.csus.edu/indiv/h/hattonl/documents/googlebalscorecardspring2011.pdf>
- Flynn, P. 2015. Nike Marketing Strategy: A Company to Imitate. Thesis, Albany University.
- Franken, J. 2013, *The role of trust in intra-organizational knowledge transfer and use of knowledge*, Thesis, Open University, The Netherlands.
- Frappaolo, C. 2006. *Knowledge Management*, Capstone Publishing Ltd, England.
- Gay, L.R. 1976. *Educational Research: Competencies for Analysis and Application*. [https://books.google.co.id/books?id=0qfMF33tiKIC&hl=id&source=gbs\\_book\\_other\\_versions](https://books.google.co.id/books?id=0qfMF33tiKIC&hl=id&source=gbs_book_other_versions).
- Goh, See-Kwong, Manjit-Singh, Sandhu. 2014. The Influence of Trust on Knowledge Donating and Collecting: An Examination of Malaysian Universities. *International Education Studies*, Vol. 7, (2), pp. 125-136.
- Gorelick, C., N. Milton, dan K. Apri. 2004. *Performance Through Learning: Knowledge Management in Practice*. USA: Elsevier
- Grant, R.M. 1996. Toward a knowledge-based theory of the firm. *Strategic Management Journal* 17: 109-122.
- Hair, J.F, M. Sarstedt, C.M. Ringle, dan J.A. Mena. 2012. An assessment of the use of partial least squares structural equation modeling in marketing research. *Academic of Marketing Science*, 10: 1-20.
- Hair, J.F., A.R.L., Tatham, dan W.C., Black. 2010. *Multivariate Data Analysis: Global Perspective* (7<sup>th</sup> edition). New Jersey: Prentice Hall.
- Harrison, N., dan D. Samson. 2002. *Technology Management*, New York, McGraw Hill.
- Hashima, K.F., F.B. Tan. 2015. The mediating role of trust and commitment on members' continuous knowledge sharing intention: A commitment-trust theory perspective. *International Journal of Information Management* 35, pp.145–151.
- Hassan, M., A, Akram, S. Naz. 2012. The Relationship between Person Organization Fit, Person-Job-Fit and Turnover Intention in Banking Sector of Pakistan: The Mediating Role of Psychological Climate. *International Journal of Human Resource Studies*, Vol. Vol. 2, No. 3
- Hau, Y.S., B. Kim, H. Lee, Y. Kim. 2013. The effects of individual motivations and social capital on employees' tacit and explicit knowledge sharing intentions. *International Journal of Information Management*, 33: 356-366.
- Holste, J.S., dan D. Fields. 2010. Trust and tacit knowledge sharing and use. *Journal of Knowledge Management*, 14:1, pp. 128-140.
- Indarti, N. 2010. *The Effect of Knowledge Stickiness and Interaction on Absorptive Capacity: Evidence from furniture and software Small and Medium Enterprises in Indonesia*. Disertasi (tidak dipublikasikan). Groningen University
- Indarti, N., D. Dyahjatmayanti. 2015. *Manajemen Pengetahuan: Teori dan Praktik*. Gadjah Mada University Press

- Jason A. Colquitt, Jeffery A. Lepine, dan Michael J. Wesson. 2009. *Organizational Behavior*. New York: McGraw-Hill.
- Javadi, M.H.M., N.D. Zadeh, M. Zandi. 2012. Effect of Motivation and Trust on Knowledge Sharing and Effect of Knowledge Sharing on Employee's Performance. *International Journal of Human Resource Studies*, 2:1, pp. 210- 221.
- Jun-Gi Park. Jungwoo Lee. 2014. Knowledge sharing in information systems development projects: Explicating the role of dependence and trust. *International Journal of Project Management*, 32, pp. 153–165.
- Kaewchur, O. dan Kongkiti Phusavat. 2016. Key Factors influencing knowledge sharing. *International Journal of Humanities and Management Sciences* Vol. 4, Issue 3, pp. 236-240.
- Kamasak, R., dan F. Bulutlar. 2010. The influence of knowledge sharing on innovation. *European Business Review* 22: 306-317.
- Kambey, J. dan N.F. Wuryaningrat. 2016. *Examining Leadership and Knowledge Sharing Role On Small And Medium Enterprises Innovation Capabilities*. Proceeding, ICEBUSS, pp. 115.
- Kogut, Bruce, dan Udo Zander. 1992. Knowledge of the firm, combinative capabilities, and the replication of technology. *Organization Science*, Vol. 3 (3), pp. 383–397.
- Lam, A., Lambermont-Ford. 2010. Knowledge sharing in organizational contexts: a motivation-based perspective. *Journal of Knowledge Management* 14: 51-66.
- Lawson, B., dan Samson, D., 2001. Developing Innovation Capability In Organisations: A Dynamic Capabilities Approach, *International Journal of Innovation Management*, Vol. 5, No. 3 pp. 377-400
- Lee, Feng-Hui dan Wann-Yih, Wu. 2011. The relationships between person- organization fit, psychological climate adjustment, personality traits, and innovative climate: Evidence from Taiwanese high-tech expatriate managers in Asian countries. *African Journal of Business Management*, Vol. 5(15), pp. 6415-6428
- Levin D. Abrams, L., R. Cross. E. Lesser, D. 2002. *Trust and Knowledge Sharing: A Critical Combination*. IBM Global Service.
- Lewicki, R.J. E.C. Tomlinson, dan N. Gillespie. 2006. Models of Interpersonal Trust Development: Theoretical Approaches, Empirical Evidence, and Future Directions, *Journal of Management* 32, no. 6, pp.991–1022.
- Liao, S., W.C. Fei, dan C.C. Chen. 2007. Knowledge sharing, absorptive capacity, and innovation capability: an empirical study of Taiwan's knowledge intensive industries. *Journal of Information Science*, 33: 340-359.
- Lin, H. 2007. Knowledge sharing and firm innovation capability: an empirical study. *Journal of Manpower*. 28: 315-332.
- Lin, H.F. 2007. Effects of extrinsic and intrinsic motivation on employee knowledge sharing intentions. *Journal of Information System*, 33:2, pp. 135-149.
- Liu, W., dan C.L. Fang. 2010. The Effect of Different Motivation Factors on Knowledge-Sharing Willingness and Behavior. *Social Behavior and Personality*, 38:6, pp. 753-758.
- March, James G. 1991. Exploration and exploitation in organizational learning. *Organization Science*, Vol. 2(1), pp. 71–87.
- McShane, S.L., dan M.A.V. Gilnow. 2018. *Organizational Behavior (8<sup>th</sup> edition)*. McGraw Hill. New Jersey, USA.

- Minbaeva, D.B., T. Pedersen, Bjorkman, I., Park, H.J., 2014. MNC knowledge transfer, subsidiary absorptive capacity and HRM. *International Journal of Business Study*, 45, pp. 38-51.
- Mueller, J. 2014. A specific knowledge culture: Cultural antecedents for knowledge sharing between project teams. *European Management Journal*.
- Nelson, R.R., 1981. Research on Productivity Growth and Productivity Differences: Dead Ends and New Departures. *Journal of Economic Literature*, 19, No. 3, pp. 1029-1064.
- Nonaka, I. dan H. Takeuchi. 1995. *The Knowledge-Creating Company: How Japanese Companies Create the Dynamics of Innovation*. New York: Oxford University Press.
- Nonaka, I., G. Von Krogh and S. Voelpel. 2006. Organizational knowledge creation theory: evolutionary paths and future advances. *Organization Studies* 27: 179-208.
- Ologbo, A.C., dan Nor K.M. 2015. The Influence of Knowledge Sharing on Employee Innovation Capabilities. *International Journal of Human Resource Studies*, vol. 5, no. 3, pp. 191-211.
- Palomino, R., R. Matinenez., J. Fontrodona. 2013. Ethical Culture and Employee Outcomes: The Mediating Role of Person-Organization Fit. *Journal of Business Ethics* 116:173–188.
- Pangil, F., dan J.M. Chan. 2013. The mediating effect of knowledge sharing on the relationship between trust and virtual team effectiveness. *Journal of Knowledge Management*, 18:1, pp. 92-106.
- Park, Jun-Gi dan Jungwoo Lee. 2014. Knowledge sharing in information systems development projects: Explicating the role of dependence and trust. *International Journal of Project Management*, vol. 32, pp. 153–165
- Peng Lin, C., 2007. To Share or Not to Share: Modeling Tacit Knowledge Sharing, Its Mediators and Antecedents. *Journal of Business Ethics*, 70:4, pp. 411-428.
- Penrose, Edith T. 1959. *The theory of the growth of the firm*. New York: Wiley
- Pirich, A., S. Knuckey, dan J. Campbell. 2001. An interface between entrepreneurship and innovation: New Zealand SMEs perspective. *DRUID Nelson and Winter Conference*.
- Podsakoff, P.M., MacKenzie, S.B., Lee, J.-Y., Podsakoff, N.P., 2003. Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of Applied Psychology*, Vol. 88, pp. 879–903
- Polanyi, Michael.1966. *The tacit dimension*. London: Routledge & Kegan Pa
- Prahalad, C. K., dan Gary Hamel.1990. The core competence of the corporation. *Harvard Business Review*, Vol. 68(3), pp. 79–92.
- Ritala, P. H. Olander, S. Michailova, K. Husted. 2015. Knowledge sharing, knowledge leaking and relative innovation performance: An empirical study. *Technovision*.
- Rogers, E.M. 2003. *Diffusion of innovations*. New York: Free Press.
- Rutten, W.G.M., J, Blass. F.H. Martin. 2016. The impact of (low) trust on knowledge sharing. *Journal of Knowledge Management*, 20:2 pp. 199-214.
- Sehult, E. 2016. *A Quantitative Examination of Authentic Leadership, Tenure, and Propensity for Knowledge Sharing Behavior in Organizations*. Thesis Dissertation. Proquest LLC.
- Senduk, V.A., 2015. Does Knowledge Sharing Not Make Effect To Innovation Capabilities?. *International Journal of Business and Management Invention*, vol. 3 (12), pp. 18-25
- Shannon, C., dan W. Weaver. 1949. *The Mathematical Theory of Communication*. Urbana, IL: University of Illinois Press.

- Simon, H.A. 1991. Bounded Rationality and Organizational Learning. *Organization Science*, Vol. 2:1, pp. 125-134.
- Srivastava, A., K.M. Bartol, dan E.A. Locke. 2006. Empowering leadership in management teams: Effects on knowledge sharing, efficacy, and performance. *Academy of Management Journal* 49: 1239–1251
- Stanworth, M.J.K., dan Curran, L. 1976. Growth and Small Firm: An Alternative View. *Journal of Management Studies*, Vol. 13 (2), pp. 97-110.
- Suot, H.L. 2013. Pengaruh Efektivitas Kepemimpinan, Lingkungan Kerja, *Trust*, Dan Komitmen Tugas Terhadap Efektivitas Kerja Pegawai. Universitas Negeri Jakarta, Disertasi (tidak dipublikasikan).
- Szulanski, G. 1996. Exploring internal stickiness: Impediments to the transfer of best practice within the firm. *Strategic Management Journal* 17: 27-43.
- Szulanski, G. 2000. The process of knowledge transfer: A diachronic analysis. *Organizational Behavior and Human Decision Process* 82:, 9-27.
- Tambunan, T. T. H. 2008. *Ukuran Daya Saing Koperasi dan UKM*. Makalah dalam Lokakarya Background Study RPJMN 2010-2014 Bidang Koperasi dan UMKM, Badan Perencanaan Pembangunan Nasional, Oktober 2008.
- Tidd, J., J. Bessant, Keith P.. (2005), *Managing Innovation: Integrating Technological, Market and Organizational Change*. Chichester: John Wiley & Sons.
- Tom, V.R. 1971. The role of personality and organizational images in the recruiting process. *Organizational Behavior and Human Performance*, Vol. 6:5, pp. 573-592
- Tsai, W. 2001. Knowledge transfer in intraorganizational network: Effect of network position and absorptive capacity on business unit innovation and performance. *Academy of Management Journal* 44: 996-1004.
- Turban, D. B., dan Keon, T. L. 1993. Organizational attractiveness: an interactionist perspective. *Journal of Applied Psychology*, Vol. 78, pp. 184-193.
- Undang-undang Nomor 20 Tahun 2008 Tentang Usaha Mikro, Kecil dan Menengah. Jakarta.
- Van den Hooff, B. dan J.A. de Ridder. 2004. Knowledge sharing in context: the influence of organizational commitment, communication climate and CMC use on knowledge sharing. *Journal of Knowledge Management* 8: 117-30.
- Vianen, A.E.M., Shen, C., A. Chuang. 2012. Person–organization and person– supervisor fits: Employee commitments in a Chinese context. *Journal of Organizational Behavior*, 32, pp. 906–926.
- Wang, Z. dan Wang, N. 2012. Knowledge sharing, innovation and firm performance. *International Journal of Expert Systems with Applications*, Vol. 39, pp.8899– 8908.
- Warr, P., dan I, Inceoglu. 2012. Job Engagement, Job Satisfaction, and Contrasting Associations with Person-Job Fit. *Journal of Occupational Health Psychology*. 17(2), 129-138.
- Wernerfelt, B. 1984. A Resource Based View of The Firm. *Strategic Management Journal*, Vol. 5 (2), pp. 171-180
- Wheelen, T.L., dan J.D. Hunger. 2010. *Strategic Management and Business Policy: Achieving Sustainability (12<sup>th</sup> edition)*. Pearson, USA.
- Wiklund, J. dan D. Shepherd. 2003. Knowledge-based resources, entrepreneurial orientation and the performance of small and medium-sized businesses. *Strategic Management Journal* 24: 1307-1314.

- Wu, W., dan B.M. Sukoco. 2010. Why Should I share? Examining consumers' motives and trust on knowledge sharing. *Journal of Computer Information Systems*, Summer, pp. 11-19
- Wuryaningrat, N.F. 2013. Knowledge Sharing, Absorptive Capacity and Innovation Capabilities: Empirical Study on Small Medium Entreprises at North Sulawesi, Indonesia. *Gadjah Mada International Journal of Business*, 15:1 61-77.
- Xiao Zhang dan Jane Yan Jiang. 2015. With Whom Shall I Share My Knowledge? A Recipient Perspective of Knowledge Sharing. *Journal of Knowledge Management* 19:2, pp. 251-271.
- Xue, Y., J. Bradley dan H. Liang. 2010. Team Climate, Empowering leadership, and Knowledge Sharing. *Journal Of Knowledge Management*, emeraldpublihing.
- Yeh, C.M., H.N. Hu dan S.H. Tsai. 2010. A Conceptual Model of Knowledge Sharing and Market Orientation in the Tourism Sector. *American Journal of Applied Sciences*, 8: 343-347.
- Yeşil, S., A. Koska, T. Büyükbeşe. 2013. Knowledge Sharing Process, Innovation Capability and Innovation Performance: An Empirical Study. 2nd International Conference on Leadership, Technology and Innovation Management, *Procedia - Social and Behavioral Sciences*, Vol. 75, pp. 217–225