

INVESTIGATING KNOWLEDGE TRANSFER MECHANISM IN FIVE STAR HOTELS

Arsawan I.W.E., Rajjani I., Suryantini S.NP.*

Abstract: Current theorization cannot conclusively explain how knowledge is used to improve performance and organizational competitiveness. The study aimed to examine the relationship among trust, knowledge transfer, and performance, and to explain the mechanism underlying such association. The study adopted a quantitative design with a population comprised 63 five-star hotels in Bali Province, Indonesia. The sampling technique employed was proportional random sampling resulting in 54-unit, and the number of respondents was 216 employees. The data were analyzed with smart pls 3.0 software. The results revealed that trust had a significant effect on knowledge transfer and performance. It was also found that knowledge transfer played an essential role as a mediating variable. Theoretical implications pertain to the position of knowledge transfer as a mediating path of trust role to improve job performance, while the practical implications concern the importance of building trust, knowledge transfer mechanism, and the impact on performance. Research limitations are discussed in the paper.

Keywords: trust; knowledge transfer; performance; mediation

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Introduction

The rapid changing circumstances of the organizations nowadays are the result of many sequential changes due to the knowledge explosion and information and revolution of communication (Hsu and Sabherwal, 2012; Kasasbeh, 2015), the increased internal and external competition resulted in more challenges and difficulties for the organizations to keep up with these changes and to adapt to them (Krylova et al., 2016)

Many researchers has investigated the critical role played by knowledge in the sustainability and excellence of an organization given that knowledge is considered as the primary source of organizational competitiveness (Chen et al., 2009; Lakner et al., 2018), the other hand, industrial knowledge capture opportunity to the ability to acquire new information, quickly respond to changing customer needs, and ultimately achieve superior firm performance (Li et al., 2014) because organization need to regularly scan and monitor changes in the environment for capturing

* **Dr. I Wayan Edi Arsawan, SE, MM**, Department of Business Administration, Bali State Polytechnic, Indonesia; **Dr. Ismi Rajjani**, College of Business Administration and Port Management Barunawati Surabaya; **Ni Putu Santi Suryantini, SE, MM**, Faculty of Economic and Business, Udayana University, Indonesia.

✉ corresponding author: ismi.rajjani@stiamak.ac.id

✉ wayanediarsawan@pnb.ac.id

customer requirements and strengthening competitive position (Keh et al., 2007). The existing literature indicates that organizational learning is central for responding to environmental changes to allow firms to improve knowledge transfer efficiency and grasp market opportunity (Werner et al., 2015) and in our perspectives, yet there is no literature that discusses the quality of shared knowledge including the mechanism and process of knowledge change and acquisition to increase competitive advantage (Anttila and Jussila, 2018).

For individual point of view, knowledge transfer is essential as an effort to add insight and innovation and increasing productivity, innovation work behavior and performance. Many researchers examining and explain the variables play a role in the success of knowledge transfer such as motivation (Tho, 2017), absorptive capacity (Cohen and Levinthal, 1990), and trust (Sklavounos and Hajidimitriou, 2011, Ahmad et al., 2018), but in this paper we try to build and assessing individual perspective model from that knowledge transfer not only plays a role in improving innovative outcomes but as a mediating variable.

The prominent literature on trust has suggested that trust is a critical feature of the knowledge-intensive environment (Adler, 2001), Becerra et al. (2008) finding the vital role in the success of knowledge transfer. Trust exerts a powerful influence on knowledge acquisition (Park et al., 2008) from the start of the exchange of information and resources as problem-solving thanks to the trusted support of partners (Meier, 2011) and while the process should consider the time factor (Ren et al., 2009) because the relationship between partners develops and changes over time. As an abstract concept, until now there is no definite idea of trust about its role is believed to be very important in the success of knowledge transfer (Korsgaard et al., 2014). The linkage between knowledge transfer and performance has been examined by Arsawan et al. (2017), who found the vital role of knowledge in improving the quality of employees. However, a study conducted by Abualoush et al., (2018) found that there is no positive impact between knowledge management and employees' performance but the management depends more on other tools to enhance performance.

From the integration perspective, effectively integrated internal and external resources may serve as boundary-spanning activities that link to firm performance (Cuevas-Rodríguez et al., 2014). The present study tries to close the research and literature gap, concerning the strategic role played by knowledge transfer in strengthening the relationship between trust and performance.

Literature Review

Trust is known as an abstract concept that known in psychology, sociology, economics, strategy management and economic (Hajidimitriou and Sklavounos, 2006). Another study, Lewicki, and Wiethoff (2000) concluded trust as individual beliefs and willingness to act from words, actions, and decisions. Furthermore, the other researcher noted that *"believing in an alliance partner is the result of the*

entire process, not from the sum of the parts, but from a holistic assessment in the past, present, and future of the relationship with that partner" (Parkhe, 1998).

Knowledge transfer can be defined as the process of people learning through knowledge transformation Nonaka and Takeuchi (1995). Knowledge transfer measures employees obtaining, disseminating and exchanging knowledge and intellectual property with other employees in an organization Montana (2000). The purpose of the transfer of knowledge, quick learning task (the target) after the learning task is different but similar to it Taylor et al. (2005). Effective knowledge transfer will increase individual and organizational productivity and efficiency.

Job performance has been studied in both industrial and organizational psychology, especially that related to the workplace. For organizations that are able to manage human resources, produce performance that has implications for the achievement of the organizational goals and derives from the accomplishment at the personal level, interpreted as the result of the work activity expected and completed involves the quality and quantity of output, attendance, accommodativeness and punctuality of output (Abdullah et al., 2015), interaction of the employees' behaviors (Siljanen, 2010) and the interaction of the efforts and abilities in the organization, ability to achieve the goal of job, and the result when he does any position in the organization (Kianto et al., 2016)

Park et al. (2011) found that trust is "important" in international joint ventures because it has an impact on opportunistic behavior common in IJVs. Trust has a positive effect on knowledge transfer (Geneste and Galvin, 2013); Squire et al. (2009) and knowledge transfer is supported by the trust (Meier, 2011); Sankowska (2016). Effective knowledge transfer will capture opportunities and in improving overall performance (Chuang et al., 2016), improving the quality of employees (Arsawan et al., 2017; Ulewicz, 2018) and knowledge transfer has a significant effect on performance (Ofobruku et al., 2016). Trust has a substantial impact on performance McEvily and Zaheer (2005); Gaur et al. (2011) and positively related to innovative behavior (Yu et al., 2018). Then that hypothesis put forward like the following:

H1: trust will have a significant positive effect on knowledge transfer

H2: knowledge transfer will have a significant positive effect on performance

H3: trust will have a significant positive effect on job performance.

Methodology

This research uses quantitative design by distributing semantic differential questionnaires (Johnson et al., 2008) that are a scale of 1-7. Before disseminating the questionnaire, the research team provided training on variables, processes, flows and research objectives. The research population was 63 units of 5-star hotels in the province of Bali, Indonesia with a sample frame that is 54. Sampling using a simple random sampling method is a non-replacement method, meaning that each member of the population has the same chance to become the sampled. Criteria for sample frames are 1) representing each district, 2) involving knowledge transfer

processes in routine organizational activities, 3) chain hotels represented by one sample and 4) each respondent represents a different department. From 54 hotels, each of the 4 respondents will be asked to fill out the research questionnaire. The total number of respondents is 216 employees as the unit of analysis in this study. Offline questionnaires are distributed through direct visits and online questionnaires via email given the busyness and independence of filling out questionnaires and hotel management requests. The number of offline questionnaires is 185 and 40 online for a total of 225 employees so that research objectives can be achieved. Questionnaires that were returned in full to be analyzed were 216 or 96% which showed that the return level of the questionnaire was very high.

Result and Discussion

This study used three analytical tools to obtain information on the quality of data, namely convergent, discriminant validity, and composite reliability. Convergent validity used to measure indicators of the outer loading factor. In this study, the cut-off value of 0.60 was used and prove that all indicator is valid (Chin, 2010). The next process is indicator validity, according to the analysis result, it was found that the square root value of AVE for the trust variable was 0.867, which was higher than the correlation coefficient between the trust variable and the other variables, 0.857; 0,459; and 0, 368. The square root value of AVE for knowledge transfer variable was 0.801, which was higher than the correlation coefficient between knowledge transfer variable and other variables, 0.459; 0.764 and 0.644. The square root value of AVE for job performance variable was 0.871, which was higher than the correlation coefficient between job performance variable and the other variables, 0.644. This indicates that indicators reflecting the dimensions of the variables have an excellent discriminant validity. The third process is to measure the composite reliability values ranged from 0.741 to 0.979 (> 0.70); therefore, the indicators were reliable. Similarly, the value of Cronbach alpha that ranged from 0.728 to 0.960 (> 0.70) indicated that the indicators were reliable and could be declared free from random error problems.

Testing of the inner model was carried out through a feasibility test showing the model ability from the results of the R^2 analysis, the predict relevance method (Stone, 1974; Geisser, 1971) and Goodness of Fit. Computation of Q^2 and GoF uses the R-square coefficient (R^2). According to Chin (2010), the R^2 value of 0.67 is relatively strong, 0.33 is moderate, and 0.19 is weak. The results revealed that the R^2 value for trust was 0.661, knowledge transfer was 0.735, and job performance was 0.753 that the model could be categorized as a reliable model because the values were above 0.67. The average value was 0.716, which means that the relationship model of the constructs trust, knowledge transfer, and job performance could be accounted for by 71.6 percent, while other variations outside the model could explain the remaining 28.4 percent. That the dispersion of R^2 adjusted value was smaller than the dispersion of R^2 values suggested that changes

or expansion of the research model by including other latent variables was still possible (Hair et al., 2010). Model development through other variables is reasonable considering that knowledge transfer is a unique variable that involves the perspective of individuals and organizations.

The next step was to evaluate the model feasibility to obtain an overall model description (Stone, 1974) and expressed in the form of a Q^2 formula Geisser, (1971) to measures how good the observations produced by the model with a range of values ranging from 0 to 1. It was found that the Q^2 value was 0.9350, indicating that the model showed excellent observation, that is 93.50% the model could explain the relationship among the variables while the remaining 6.5% were other factors not examined in the research model. The GoF value was 0.699 suggesting that the model was a fit predictive one and indicates that the precision model was relatively good and could be categorized as GoF Large.

The next process is effect size testing (f^2) to provide information about variations that can be explained by a group of independent variables on the dependent variable in a structural equation system (Cohen, 1998) which criteria (f^2) is as follows: 0.02-0.15 (small effect), 0.15 - 0.35 (moderate effect) and > 0.35 (strong effect). As shown in Table 1 below, an average of 0.368 is a strong indication of the formation of the pattern of mediation relationships in this study.

Table 1. Effect size analysis

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
T -> JP	0.368	0.371	0.099	3.704	0.000
Average	0,368				

Testing of hypotheses was carried out in two stages, namely direct and indirect effects variables. Table 2 provides information that trust had a significant positive effect on knowledge transfer, where the path coefficient value was 0.857 with t-statistic of 38.768, which is greater > 1.96 which means significant positive. The results of this test indicated that hypothesis 1 was accepted. The value of the path coefficient was 0.459 with a t-statistic of 4.778, > 1.96 which means significant positive between knowledge transfer and performance. The results of this test indicate that hypothesis 2 was accepted. The path coefficient value was 0.368 with a t-statistic of 3.704, > 1.96 which means significant positive between trust and performance. The results of this test indicate that hypothesis 3 was accepted.

Table 2. Hypothesis testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
T-->KT	0.857	0.860	0.022	38.768	0.000
KT ->JP	0.459	0.446	0.096	4.778	0.000
T -> JP	0.368	0.371	0.099	3.704	0.000

After seeing the partial relationship between the variables, the next step is to examine the position of the mediating variables in the research model. In the research, a model is intended to see the role of knowledge transfer as a mediating variable in the relationship between trust and job performance.

Table 3. Mediating variable test

Model	Path Coeff	t-count	t-table	VAF	Remark
T-->KT	0.857	38.768	> 1.96	0.516	Partial mediation effect
KT ->JP	0.459	4.778	> 1.96		
T -> JP	0.368	3.704	> 1.96		

Table 3 presents information about the direct effect of trust on knowledge transfer with a coefficient of 0.857 and the t-statistic of 38.768, > 1.96 which means significant (a). The effect of knowledge transfer on job performance with a coefficient value of 0.459 and at-statistics os 4.778, > 1.96 which means significant (b). The effect of trust on job performance with a coefficient of 0.368 and at-statistics of 3,704, > 1.96 which means significant (c). The three relationships between variables are significantly positive but the coefficient value $c < b$, suggesting partial mediation. Therefore, justification needed to be done through analysis of variance accounted for (VAF) by dividing the indirect effect value with the total effect. $0.857 * 0.459 = 0.3933$. The total effect value was found to be $0.3933 + 0.368 = 0.761363$ so the VAF value was $0.3933 / 0.761363 = 0.516656$.

Based on the calculation, the VAF value was found to be 0.516, VAF values range from 0.20 to 0.80, this suggested partial mediation (Gaur et al., 2011) which meant that the effect of trust on performance could be explained by the presence of knowledge transfer variable and other variables.

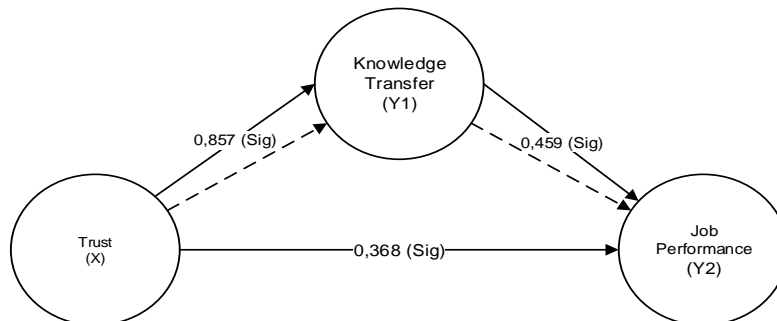


Figure 1. Research Model Analysis

Discussion

Improving the quality of human resources, one of which is through the transfer of knowledge from expatriates and colleagues to improve performance, innovation work behavior, commitment at the individual level and also sustainability, thus

impacting on the competitive advantage at the organizational level. This study examined the mechanism of knowledge transfer in two stages, first provides insight of the relationship among variables where the impact of trust was proven to be significant on knowledge transfer and job performance, and the second stage concerned the identification and explanation of the mediating effects of knowledge transfer in the research model.

In the first stage, it was found that trust had a significant positive effect on knowledge transfer, meaning that trust had a role in encouraging the process and success of knowledge transfer. This result is consistent with the results of Park et al., (2011); Geneste and Galvin (2013); Meier (2011) and Squire et al. (2009). In this process, integrity was the most dominant dimension (0.953) given the willingness to transfer knowledge requires trust in colleagues. Knowledge transfer had a significant effect on job performance supporting the results of the study by Arsawan et al. (2017) and Ofobruku et al. (2016). The highest dimension that played an important role was communication (0.950) which means that the process of transferring knowledge must go through the most accessible communication path so that the process runs well; finally, the trust had a significant impact on job performance that employees who have trust tend to commit to improving performance. The results of the analysis are in line with McEvily and Zaheer (2005) and Gaur et al. (2011).

In the second stage, the role of knowledge transfer as a mediating variable standing between trust and job performance is also an important finding in this research. Although the direct path of trust to job performance was significantly positive, bypassing the knowledge transfer path, job performance will increase. This means that knowledge transfer is a strategic option because increased performance and work innovation can result from the knowledge gained. In individual perspectives, employees can take advantage of the knowledge transfer process which can improve knowledge, skills, mindset, motivation and innovative performance.

Conclusion

This study has theoretical implications in enhancing the body of knowledge, especially the relationship between the variables and proving the role of knowledge transfer as a mediating variable. Although the mediation role was partial, knowledge transfer still has strong implications because employees gain multiple benefits, namely increased knowledge and increased innovation that supports performance (Papa et al., 2018). And practically, especially at the individual level, it suggests that the mechanism of knowledge transfer starts from the trust, given the relationship between employees requires trust, communication, commitment, and ownership (Hughes et al., 2018). Improving the quality of knowledge transfer, especially in a managerial perspective, organizations need to carry out integrated actions through training to increase knowledge, build commitment to transfer knowledge, reward employees who are willing to share knowledge in improving work quality and innovative work behavior (Hamdoun et al., 2018; Akram et al.,

2018), the role of leaders is also essential to foster a culture of knowledge transfer between employees.

This research had limitations, such as the population consisted of the only hotel industry in one province so that the results cannot be generalized. Perception research is susceptible to bias effects, especially how employees evaluate their performance so that a more credible and comprehensive assessment is needed and cross-sectional data. Future research, especially in employee perspectives, is expected to use absorptive capacity as moderating variable, from organizational level, role of technology and leadership style because the process of knowledge transfer and performance can be achieved with the presence of the role of the leader as a trigger in building knowledge exchange within the organization and technology as a media of knowledge exchange.

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BADANIE MECHANIZMU TRANSFERU WIEDZY W PIĘCIOGWIAZDKOWYCH HOTELACH

Streszczenie: Aktualna teoria nie może jednoznacznie wyjaśnić, w jaki sposób wykorzystuje się wiedzę do poprawy wydajności i konkurencyjności organizacyjnej. Badanie miało na celu zbadanie związku między zaufaniem, transferem wiedzy i wynikami oraz wyjaśnienie mechanizmu leżącego u podstaw takiego powiązania. W badaniu przyjęto projekt ilościowy obejmujący 63 pięciogwiazdkowe hotele w prowincji Bali w Indonezji. Zastosowana technika próbkowania polegała na proporcjonalnym losowym pobraniu próbek, w wyniku czego otrzymano 54 jednostki, a liczba respondentów wynosiła 216 pracowników. Dane analizowano za pomocą oprogramowania smart pls 3.0. Wyniki wykazały, że zaufanie miało znaczący wpływ na transfer wiedzy i wydajność. Stwierdzono również, że transfer wiedzy odegrał istotną rolę jako zmienna pośrednicząca. Teoretyczne implikacje dotyczą pozycji transferu wiedzy, jako pośredniczącej ścieżki zaufania w celu poprawy wydajności pracy, a praktyczne implikacje dotyczą znaczenia budowania zaufania, mechanizmu transferu wiedzy i wpływu na wydajność. Ograniczenia badawcze zostały omówione w artykule.

Słowa kluczowe: zaufanie; transfer wiedzy; wyniki, mediacja

调查五星级酒店知识转移机制

摘要:当前的理论化无法最终解释如何利用知识来提高绩效和组织竞争力。该研究旨在研究信任，知识转移和绩效之间的关系，并解释这种关联背后的机制。该研究采用了定量设计，人口包括印度尼西亚巴厘岛的63家五星级酒店。采用的抽样技术是比例随机抽样，结果为54个单位，受访者人数为216人。使用smartpls3.0软件分析数据。结果表明，信任对知识转移和绩效有显著影响。还发现知识转移作为中介变量发挥了重要作用。理论意义涉及知识转移作为改善工作绩效的信任角色的中介路径的位置，而实际意义涉及建立信任，知识转移机制以及对绩效的影响的重要性。本文讨论了研究局限性。

关键词:信任; 知识传输; 性能; 调解。