Knowledge Sharing in a Critical Moment of Work: A Driver for Success?

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ABSTRACT

This article aims at proofing empirically the influence of social interaction in knowledge sharing by focusing on key persons and the way the knowledge-sharing is spread in order to produce some outcome for the organization through individuals within it. The object of this study is employees of Post Offices in Central Java who frequently share information with their co-workers in accomplishing their jobs. The data is acquired from questionnaires distributed to managers and supervisor level of Post office. Based on purposive sampling method, 210 samples are obtained. The results indicate that the five hypotheses built in this research are supported and only one hypothesis is not supported. The result shows that employees with specific, complicated, and challenging objective will be more willing to share their knowledge to other employees, particularly when facing new job and target. Furthermore, the result of the study explains that sharing idea of improvement will encourage more dynamic teamwork and help each other in solving any problems.

KEYWORDS
Affective Commitment, Career Success, Critical Moment, Goal Setting, Knowledge Sharing, Teamwork Quality

INTRODUCTION

A good career enjoyment is essential for an individual in creating a career platform for his/her professional life in an organization. Sturges, Conway, Guest, & Liefooghe (2005) elucidated the condition for a mutual partnership between individuals and his/her organizational superordinate is the necessity of commitment and mutual benefit in the form of interdependence between individuals and organization. Career persistence is commonly demanded, for the sake of a continuous professional life instead of possibility for being fired in the middle of career enjoyment.

Someone who has set his/her heart on his/her career and has a clear career goal will be more successful. Career success is conceptualized as extrinsic and intrinsic career successes. The extrinsic career success construction uses objective indicators, and the intrinsic career success is constructed in a subjective manner (Karavardar, 2014). Motivation plays an important role as leverage for someone to
work harder and to have a successful career. As studied by Locke, Latham, Locke, & Latham (2006), the intention of achieving a goal is the main source of energy for success. This research focuses on the research gap between group awareness on organizational objective and career success. Not many studies pay attention to the relationship between group awareness on organizational objective and career success. Research by (Greenhaus, Callanan, & Kaplan, 2015; Kavoove-linge, 2005) demonstrated the importance of focus on goal setting to improve career success. Unfortunately, it is still not clear what process should be initiated or the way should be taken to transform a goal setting focus to enhance career success.

This study aims to build a conceptual model, anchored by knowledge sharing in critical moment as a mediation for filling up the research gap between self awareness on organizational objective and career success. Adopting the goal setting theory, our conceptual model comprises also the role of affective commitment and its support in driving knowledge-sharing behavior from manager/supervisor and teamwork quality. Individuals tend to have certain standard of work and achievements and strive to achieve these standards using various strategic actions. The notion that individuals will striving for his/her achievement explains why people have strong motivation may succeed; and utilize it to a specific and hard-to-achieve goals will be more successful than those with unclear or easily-attainable goals. Anyone with strong commitment on a job tends to to do his/her work creatively for achieving the organization goals (Arogundade, Arogundade & Oladipo, 2014), in particular, an individual with high affective commitment has greater career satisfaction. Knowledge sharing is needed by organizations in introducing intergroup works by encouraging employees to share their knowledge and expertise to each other to deal with complicated tasks at work. Knowledge sharing in critical moment is a way to nurture knowledge exchange for detailing numerous unexpected and hard to solve problems within the organization. Initiating and utilizing the knowledge sharing in critical moment habit is expected to improve teamwork quality and career success.

THEORETICAL REVIEW AND HYPOTHESES DEVELOPMENT

Knowledge Sharing in Critical Moment and Career Success

Lending the notion of knowledge management, we introduce the concept of knowledge sharing in the critical moment (KSCM) as a mediation of group awareness on organizational objectives to career success. Knowledge management is the key in increasing competitiveness through creativity, innovation, productivity and reputation which ultimately increases organizational benefits. The essence of knowledge management is an approach on how knowledge in an organization can be generated and utilized by its members to push competitiveness (Ganguly, Mostahari, & Mansouri, 2011). Knowledge sharing is an important dimension of knowledge management. An effective management strategy will affect the process of sharing appropriate knowledge to the organization, especially how the organization is able to motivate employees to continue to share knowledge with fellow employees in order to improve innovation and teamwork (Carvalho, 2017).

In an organization, sharing knowledge among its members is useful for solving complex problems such as problems that come repeatedly and constantly which require immediate improvement, where problem solving is the process of removing barriers to finding solutions (Hou et al., 2014). Critical problems include any complicated problems requiring new ideas to overcome. Those problems are the problems whose solutions are completely unknown/full of uncertainty, or those problems requiring completely new ways to be solved (Furukawa, 2016). Critical problems are uncommon ones and those that conventional ways find hard to solve (Payne, Gallagher, Eck, & Frank, 2013). Critical moment is the important point in work life which is obtained from analyzing the frequently-occurring problems at work such as new job, critical/vulnerable job, jobs with many doubts or uncertainties, revolutionary jobs as well as the targets at work that should be achieved. Knowledge sharing in critical moment serves as a behavior of sharing knowledge with one another in dealing with numerous important problems
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