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Knowledge Transfer: A Conceptual Model and Facilitating Feature in Start-up Business

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Abstract

This paper presents a conceptual model of knowledge transfer (KT) in a start-up business in order to solve of knowledge workers turnover. Through activities of business process observation and interviewing, the conceptual model was designed. Afterward, the features in facilitating KT tool are recommended. The features are mostly aimed to empower the knowledge workers for sharing their valuable knowledge in effectively and efficiently. This study found that the main phases of KT model are based on awareness, acquisition, transformation, association, application and knowledge externalization/feedback. Furthermore, the conceptual model has extended to manifest the user requirement using the profile, scheduling, module, learning evaluation, and reporting.

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1. Introduction

Currently, the era of the knowledge economy has been encouraging organizations to compete and use the technology to transform become a start-up business. Everyone struggle to compete in the global economy and they need more than technology. The knowledge assets vastly different, usually its relied heavily on intangible assets such as knowledge worker (KW). The organization must manage constantly their capabilities for new knowledge (1). One of them (XYZ) has facing problem with knowledge workers (KW) turnover. XYZ is one company that

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utilizes Information Technology in serving public entertainment. However, it has a high rate of staff turnover, especially in potential workers. It will lead to bringing out the barrier of business activities. Most of the new staff joint and left without managed properly. The XYZ has been badly experiencing in loss of knowledge that affects their business processes. If it is a set of activities and interrelated of each other, and one process does not go well so the other process will be affected to perform well. Even though it still works and running, the potential knowledge does not keep and manage properly. It's never taken over, stored and even worst it has to be replaced with unprofessional staff. Moreover, the knowledge is generally difficult to transfer. Thus, there is a large gap between academic research and managerial practice in nearly all disciplines¹. Furthermore, many researchers have focused on the importance of KT to an organization's competitive advantage. This problem led to study of how to solve KW turnover using the concept of KT. Hence, how it should apply and implement in XYZ. The KT concept is believed will keep the value of the KW and transfer it to a new potential staff to continue the XYZ business.

2. Knowledge Transfer

Knowledge is the key success in all aspects because it has become the absolute asset for organizations. According to² knowledge is an organized structure of facts, relationships, experience, skills and insights that generate action. Furthermore, Sensuse (2014) stated that knowledge is an important asset for company success. It is embodied within the company and should process through the social interchange. In fact, the flows of KT may be extremely rapid and circulatory as the case for some forms of active learning. Next,⁴ stated that knowledge is the creative source of the KW. The quality of their work depends not only on their ability to create, distribute and share knowledge but rather how to use their knowledge within the company. Knowledge indeed belongs to an individual but is also the right of a company where individuals place the work to take advantage of the intellectual-based assets. Hence, the learning process becomes a key activity in increasing knowledge capacity. The individual training as a new staff is a necessary process to improve the company's performance.

Different models of KT are reported in various theories as to why it still remains difficult. There are classical models [(knowledge producer (Researcher) → Translators → knowledge receiver (Practitioners/Receptacles)] implied a hierarchical top-down relationship between the knowledge producers who holds the resource and the user (receiver/receptacle) who is locked into a dependency stance¹. Parent (2007) was offering “the Dynamic knowledge transfer capacity model as a new systemic and generic framework to identify the components required for social systems to generate, disseminate and use new knowledge to meet their needs”. It is applying a holistic of systems-thinking to focus their systems of needs, goals, and processes. The other is the family business model. It can perform well if they do KT from one to the other generation and enhancement of knowledge by adding new knowledge and perspective⁵.

Organizations will face a dilemma regarding the retention of key KW. Thus, KT amongst staffs is crucial for the sustainability of organizational productivity. Turnover is a critical issue in all sectors of the human resource department. Turnover will affect productivity, product and service quality, and profitability⁶. Sometimes, the cost of replacing KW is high, finding professional and skilled employees would be difficult, and investments in training are not guaranteed. Unexpected the new staff may place the process business at a serious disadvantage. Especially they have much redundancy in job roles, exposing them to greater risk of losing important KW. To minimize the impact of the staff turnover, the organization needs awareness to the proactive strategy for KT.

According to⁷ KT is one of the areas which related to the movement or transfer of knowledge of a place, person or other ownership. It is about identifying existing knowledge, acquire and then apply it to develop new ideas or to increase the value of the ideas. It will make the process better, faster and safer than ever. Therefore, KT is not just the use of existing resources, but how to acquire and absorb it more effective and efficient. Refer to Ladd & Ward (2002) KT is transferred process of useful information from one individual to another with the possibility that it had not been accompanied by an understanding of the information being transferred. A KT process can often be wrong if the parties involved are not willing to share knowledge because of confidentiality issues, cultural difficulties and also for fear of losing competitive advantage. Based on a model of KT⁷, we focused on training process of the KW. Here, the detail of KT process in XYZ (Fig. 1).

The first step of KT process is to identify the appropriate knowledge to be utilized (Knowledge Awareness). The next step is to gain knowledge. And condition both of the receiver and sender agree to carry out KT (Knowledge

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