

Influence of Personal Knowledge, Technology and Communications on Knowledge Management of Small and Medium Enterprises

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Influence of Personal Knowledge, Technology and Communications on Knowledge Management of Small and Medium Enterprises

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ABSTRACT

The purpose of this research was to find out how much influence personal knowledge, use of technology and communication has on the implementation of knowledge management of SMEs. This research method is a quantitative method by distributing questionnaires. The subjects of this research are micro and small entrepreneurs totaling 50 respondents. Sampling technique used was side purposive. The results showed that personal knowledge partially affected the knowledge management of MSMEs, the use of technology partially affected the knowledge management of MSMEs, and communication had an effect on the knowledge management of MSMEs. Simultaneously the variables of personal knowledge, the use of technology and communication affect the knowledge management of SMEs. The most influential factor on the successful implementation of MSME knowledge management is the communication factor, because good communication in the company will be able to accelerate the transfer of knowledge which is the core of knowledge management.

Keywords: Personal knowledge, technology, communication, knowledge management

INTRODUCTION

The development of science and technology shows the increasing ability of the country in the field of science and technology and becomes an important competitiveness for

the country. The importance of science and technology in global competition will change several paradigms of knowledge management from countries that rely on resource based competitiveness to become knowledge base competitiveness (Mulyana et al., 2015). There are many studies and research on knowledge management in large or multinational companies, but not many have examined the implementation of knowledge management in micro, small and medium enterprises. It is undeniable that micro, small and medium enterprises also need knowledge management as a way to improve their business performance because basically knowledge management will be able to assist business actors in achieving their goals in order to survive (Brush, 1992). Companies, large and micro, small and medium, do not want to be abandoned by their consumers, therefore companies must be able to manage their business, and one way is by managing the knowledge possessed by their workers. This knowledge management is integrated into a structured system so that it can be used when needed. In Indonesia, micro, small and medium enterprises have the largest portion and have a very strategic role in contributing to economic growth. The contribution of MSMEs is recorded at around 66% of the National GDP and employs 97% of the total workforce (<https://www.bkpm.go.id>). In addition, MSMEs have been proven to be

able to survive the crisis, as evidenced by the crisis that hit Indonesia in 1998 and this year with the COVID 19 outbreak. However, the various problems faced by MSMEs, especially how to maintain business continuity, this is because the characteristics of micro, small and medium enterprises have limitations both in terms of human resources, finance, production as well as marketing. Besides that, the diversity of backgrounds and knowledge is different within the company's internal, so that each other must take care of each other and there must even be a culture of sharing knowledge and experience between employees within the company. (Heri Siswanto et al., 2019) However, there are many questions related to knowledge sharing in the company, one of them is whether employees in the company have the motivation to share knowledge, whether communication affects knowledge sharing. According to Herlina, knowledge sharing is an activity carried out by employees in the company, namely sharing knowledge from tacit to explicit (Elin Herlina et al., 2018)

There is a lot of literature and research that discusses the management of MSME knowledge and becomes an interesting discussion because of the results of research, knowledge management can improve the performance of micro, small and medium enterprises. The concept of global knowledge management has shifted from a product-oriented economic system approach to an economic system based on knowledge management. Knowledge management which is currently widely applied to various organizations is felt to have benefits in improving their performance (Khusul Rofina Novianti, 2020). There are 3 important concepts in knowledge management such as humans, processes and technology which include knowledge creation, knowledge storage processes, knowledge sharing and the application of knowledge (Maryam Alavi & Dorothy E. Leidner, 2001). Furthermore, individual innovation capability is one of the factors that affect employee

performance. Individual innovation capability will be realized if employees have personal knowledge. With a competitive environment, forcing individuals in the company to be able to improve their competence is a must. Personal knowledge possessed by individuals in the company if managed properly by the company will be a wealth of knowledge for the company.

The change in the paradigm of economic-based industrial competition to one based on knowledge and information causes a company not only to rely on competitive advantage in the form of resource-based but also knowledge-based. Therefore, economic resources are not only in the form of natural resources, financial capital and workers but also in the form of knowledge owned by the organization. Realizing this, it is necessary to increase the personal knowledge of employees and also how they can communicate it. Realizing the increasingly competitive competition, it is necessary to manage knowledge in the form of production techniques, marketing methods, management of human resources and equipment or machines used in the production process. In a concrete application, the company must have mastery of knowledge consisting of technical devices (technoware), human devices (humanware), information tools (infoware) and organizational tools (orgaware).

Organizations that wish to advance must have innovative capabilities to improve innovation performance both individuals and organizations, through the ability to share knowledge. Knowledge sharing among the people involved will be able to create mutually accepting and giving cooperation between employees, so that it will encourage the ability to innovate. Knowledge sharing is able to increase the company's ability to innovate (Rahab et al., 2011)(Hsiu Fen Lin, 2007) The essence of knowledge sharing is how workers in an organization can communicate well between workers, workers with company leaders and also company leaders with these workers so

that the company's performance can be improved optimally.

LITERATURE REVIEW

Personal knowledge

At this time the economic resources of a company are not only natural resources and money capital but also knowledge capital, namely how the company manages the knowledge of workers, organizes and uses this knowledge so that it functions productively, effectively and efficiently to face competition through knowledge management. Companies are also required to create a competitive advantage which of course also depends on its human resources. Companies can manage, organize and also use the knowledge possessed by their employees optimally.

Personal knowledge includes how a person's experience and ability to grasp the ability to learn. Personal knowledge is also a factor for workers in the company to know their roles and responsibilities in carrying out their duties and how they carry out the knowledge management process so that they can contribute to the company. Personal knowledge is a combination of experience, values and information possessed by workers in the company. The abilities and knowledge possessed by these workers differ between workers so that each individual has different knowledge, experience and skills, which will later distinguish the quality of their work. (Reiza Zarkowi & Widiartanto, 2016)

Many view that personal knowledge, especially personal knowledge management, is a change in the obligations of personal learning, growth and knowledge sharing from the organizational level to the individual level. Companies realize that they cannot control the desire of individuals to create, innovate and take the initiative to develop knowledge, skills and expertise. Therefore, companies must help provide facilities so that their employees can develop their abilities and competencies optimally so that they can simplify and expedite their work (Theresa L. Jefferson,

2006). Furthermore, it is said that the benefits of personal knowledge possessed by workers when developed, are not only felt by the workers but also by the company. With the management of personal knowledge owned by workers, companies can benefit by improving their performance. However, individual collaboration within the company is needed to achieve efficiency and effectiveness in the work.

Use of technology

Technology has two main dimensions that are interrelated with each other, namely science and engineering. The forms of technology are techniques, methods, production methods, as well as equipment or machines used in a production process. At this time the use of technology is a necessity in supporting the performance of the company, one of which is the use of information technology which is very dependent on the ability of workers in operate it. Information technology is a combination of computing with high-speed communication lines that can read data and relate to communication lines with high-speed data transmission (Jay Liebowitz & Thomas J. Beckman, 1998). Furthermore, Beckman stated that the technology used for the implementation of knowledge management in companies can be in the form of repositories, learning resource directories, groupware or business models. At this time information technology is used by all organizations and companies and penetrated to micro, small and medium scale companies. And there are 4 basic things in information technology related to knowledge management, namely 1) how to acquire knowledge possessed by employees who work for the company so that it becomes the property of the company and can be used at any time if needed. 2) how to develop the knowledge already owned by employees. 3) How to apply the stored knowledge for use by other employees 4) how to share the knowledge and skills (Sang M. Lee & Soongoo Hong, 2002). Information technology also has an

important role in MSME knowledge management, such as how MSME actors create information technology-based networking, use digital marketing to increase their business turnover. By using information technology, business actors can eliminate obstacles that occur in their business if done manually. At this time the presence of information technology can bring discussion and coordination without the presence of people physically. Meetings to discuss cooperation or business management with a team can also be conducted using various information technology platforms. The use of information technology in knowledge management can optimize the achievement of the mission and goals of the organization. (Sugeng Satoto, 2017)

Information technology can support cooperation and communication between business actors, especially in one center and assist MSMEs in creating business opportunities. The use of information technology can help the process of finding access and retrieval of information needed by business actors quickly. Utilization of technology, especially information technology can not be ignored because it is very helpful in the efficiency of the organization simultaneously. Therefore, the use of technology, especially information technology, is the key in implementing knowledge management and infrastructure capabilities that can affect the implementation of knowledge management in MSMEs (Wong, 2004).

Communication

Communication is the delivery of information from the sender to the recipient of the information so that it can be clearly understood by the recipient. Organizational communication is a process of exchanging information between individuals through an ordinary system (common), both with symbols, signals, and behavior or actions (Tommy Suprpto, 2011)

Communication within a company can occur both horizontally and vertically, from

leaders to subordinates, from subordinates to leaders or between workers in the company. In conveying this information, communication channels can be used either directly, for example by discussion or meeting or indirectly by telephone or email. (Jason Snyder & Joo Eng Lee-Partridge, 2013). With the use of appropriate communication, the exchange of information through both formal and informal communication networks will be able to facilitate the company's performance.

The communication skills possessed by workers are very important, especially when sharing knowledge with fellow co-workers. One of the most important aspects in conveying information is communication both verbal and non-verbal, therefore communication affects information sharing, knowledge sharing and skill sharing. Appropriate communication also affects knowledge sharing and in the **and knowledge sharing affects the implementation of knowledge management in the company.** Knowledge sharing in which there is a communication process is the stage of dissemination and provision of knowledge when workers need it (Paul L. Tobing, 2007)

Research conducted by Gumus also stated that overall knowledge sharing has a positive relationship with the communication dimension..(Murat Gumus, 2007) In organizations, communication has a very important role in the smooth running of work, because with communication workers can share knowledge and skills with others. work colleague. An organization will require knowledge management and development in order to improve the quality of its human resources. The management of this knowledge will ultimately support the competitiveness and competence of the company.

MATERIAL &METHODS

The research method used in this study was explanatory research with a quantitative approach and **in this study,** there are

Independent variables and dependent variables. The independent variable in this study is personal knowledge, the use of technology and communication, the dependent variable is the success variable in the implementation of knowledge management. The data used in this study is primary data obtained by distributing questionnaires which were distributed directly by researchers to respondents. The sample used was 50 people with purposive sampling method, namely the sampling technique by determining certain criteria (Sugiyono, 2008) The analysis technique in this study was to test the validity and reliability, classical assumption test and multiple linear regression analysis using the F test to see the effect simultaneously and t test to see the effect partially also test the dominant variable.

RESULTS AND DISCUSSION

From the distributed questionnaires, the respondent's data is obtained as follows:

From the respondent's data, as many as 14 people or 28% are male business actors and 36 people or 72% women from all respondents. The duration of business for

MSMEs is 1 -5 years, 19 business actors or 38% and the most dominant is with a business duration of 6-15 years as many as 26 business actors or 50% and more than 15 years as many as 6 business actors or 12%. Respondents with the most dominant education level were from high school, as many as 23 business actors or 46%. The next data analysis is:

Table 1. Characteristics of Respondents

Categories	Alternative Answer	F	%
Sex	Men	14	28
	Women	36	72
Business Length	1 – 5 Years	19	38
	6 - 15 Years	25	50
	>15 years	6	12
Last education	Elementary School	9	18
	Junior High School	11	22
	Senior High School	23	46
	Diploma/Bachelor	7	14

1. Test the validity Test and reliability Test of research instruments

a. Validity Test

The validity test was used to test the questionnaires distributed to the respondents. The validity test of this research questionnaire instrument is as follows:

Table 2. Validitas Instrument

Research variable	Question Items	Pearson Correlation	Information
Personal Knowledge (X1)	Item No.1	0.683**	Valid
	Item No.2	0.589**	Valid
	Item No.3	0.683**	Valid
	Item No.4	0.458**	Valid
	Item No.5	0.746*	Valid
Technology Use (X2)	Item No.1	0.887**	Valid
	Item No.2	0.893**	Valid
	Item No.3	0.884**	Valid
	Item No.4	0.922**	Valid
	Item No.5	0.828**	Valid
Communication (X3)	Item No.1	0.682**	Valid
	Item No.2	0.692**	Valid
	Item No.3	0.638**	Valid
	Item No.4	0.843**	Valid
	Item No.5	0.650**	Valid
Knowledge Management (Y)	Item No.1	0.438**	Valid
	Item No.2	0.392**	Valid
	Item No.3	0.549**	Valid
	Item No.4	0.422**	Valid
	Item No.5	0.742**	Valid
	Item No.6	0.733**	Valid
	Item No.7	0.651**	Valid
	Item No.8	0.714**	Valid

b. Reliability Test

The reliability test in this study is intended to determine the extent to which the measurement results from this study remain consistent. This study uses a standard Cronbach alpha which is greater than 0.60 which means that the variables used in this study are reliable

Table 3. Reliability Test

Variables	Alpha Cronbach Score	Standard	Information
Personal Knowledge (X1)	0,622	0,60	Reliable
Technology Use (X2)	0,928		Reliable
Communication (X3)	0,731		Reliable
Knowledge Management (Y)	0,719		Reliable

2. Classical Assumption Test

a. Data Normality Test

In this study, the normality test was used to determine whether the regression model, the independent variable and the dependent variable had normal variables or not. In this study, the Kolmogorov Smirnov test was used to prove that the significance value was above 0.05. The results of the normality test are as follows:

Table 4. Data Normality Test

One-Sample Kolmogorov-Smirnov Test		
	Unstandardized Residual	
N		49
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	2.24198523
	Most Extreme Differences	Absolute
Positive		.043
Negative		-.051
Test Statistic		.051
Asymp. Sig. (2-tailed)		.200 ^{c,d}
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		
d. This is a lower bound of the true significance.		

b. Multicollinearity Test

In this study, the multicollinearity test aims to determine whether there is a correlation between independent variables in this regression model. And the method used is multicollinearity which can be detected by

looking at the tolerance value or variance inflation factor (VIF), which is guided by if the tolerance value is > 0.10 and the VIF value is < 10, then the result is that there is no multicollinearity between independent variables in the regression model.

Table 5. Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
1.(Constant)		
Personal Knowledge	.489	2.044
Technology Use	.677	1.477
Communication	.676	1.479

a. Dependent Variable: KM

From the table above, it is known that the tolerance value of all variables > 0.10 and all VIF values of the variables < 10. So it can be concluded that in this study there is no multicollinearity.

c. Heteroscedasticity Test

This test aims to determine whether a regression model does not occur autocorrelation. According to (Imam Ghozali, 2018) the heteroscedasticity test aims to test whether in the regression model there is inequality / variance from the residuals of one observation to another observation. Heteroscedasticity test is tested by Run Test. If Sig (2 tailed) > 0.05, it can be said that the data used in the study does not occur auto correlation.

Table 6. Heteroscedasticity Test

Runs Test	
Test Test	Unstandardized Residual
Test Value ^a	.04621
Cases < Test Value	24
Cases >= Test Value	25
Total Cases	49
Number of Runs	21
Z	-1.152
Asymp. Sig. (2-tailed)	.249
a. Median	

From table 6, it is found that Asymp. Sig. (2-tailed) = 0.249 > 0.05. So it can be concluded that the variables used in this study do not occur autocorrelation. To see the effect of personal knowledge, the use of technology and communication on MSME knowledge management simultaneously, it can be seen from the table below:

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	260.565	3	86.855	17.385	.000 ^b
	Residual	224.822	45	4.996		
	Total	485.388	48			
a. Dependent Variable: Knowledge Management						
b. Predictors: (Constant), Communication, Technology Use, Personal Knowledge						

The results of the simultaneous test (Test F) show how large the relationship and influence of the variables of personal knowledge (X1), the use of technology (X2) and communication (X3) on the knowledge management variable of SMEs. From the data above, it shows that the calculated F is 17.385 with a significant value of 0.000 which means it shows that $sif. < 0.05$. It

means that H_0 is rejected and H_1 is accepted. Variables of personal knowledge, use of technology and communication simultaneously affect the knowledge management of SMEs.

And to find out whether the multiple regression model was found, it can be seen in the table below:

Table 7. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	8.626	3.246			2.658	.011
Personal Knowledge	.405	.161	.331		2.520	.015
Technology Use	.268	.128	.249		2.085	.043
Communication	.449	.169	.323		2.658	.011

**a. Dependent Variable: Knowledge Management
Source: Data processed, 2022**

Based on table 7, the multiple regression equation is as follows: $Y = 8.626 + 0.405 X_1 + 0.268 X_2 + 0.449 X_3$ (26)

The intercept value is 8.626, which means that if the variables are personal knowledge (X1), technology use (X2) and communication (X3), the successful implementation of MSME knowledge management is 8.626. From the table above, it can also be explained that the regression coefficient for the Personal Knowledge variable (X1) is 0.405, indicating that this variable has a positive relationship to MSME knowledge management, assuming that the personal knowledge variable increases, MSME knowledge management has increased by 0.405. (27)

The regression coefficient of the technology use variable (X2) of 0.268 indicates that there is a positive effect of that variable on MSME knowledge management which can be assumed that the technology use variable increases, the knowledge management variable will increase by 0.268. The communication variable regression coefficient of 0.449 indicates that there is a

positive influence which is significant communication on knowledge management of SMEs and it can be assumed if the communication variable increases then the knowledge management variable will also increase by 0.449. Partial testing (t test) is used to show how much influence the variables of personal knowledge, use of technology and communication have on knowledge management partially.

The Influence of Personal Knowledge on MSME Knowledge Management

Personal knowledge variable partially affects knowledge management, this can be seen sig. personal knowledge variable (X1) of 0.015 which is smaller than 0.05 which means that personal knowledge variable has a significant influence on MSME knowledge management with hypothesis testing criteria accepting H_a and reject H_0 . Thus the higher the personal knowledge, the success of the implementation of knowledge management is also higher, this is in line with research (Puji Susanti Lestari & Widiartanto Widiartanto, 2016) which states

that there is a positive influence of personal knowledge on knowledge management, because personal knowledge is knowledge possessed by someone whose knowledge includes the ability to absorb knowledge, the ability to learn which are the factors possessed by employees in managing knowledge, especially those related to their work. Formal and systematic knowledge possessed by individuals in the organization will be easy to communicate and share which in the end is a wealth of corporate knowledge in the implementation of knowledge management in the company (Patricila M. Carrillo HL Robinson et al., 2004)

The Influence of Technology on MSME knowledge management

Based on the results of data analysis, the effect of using technology on knowledge management has a sig value of 0.043 which is smaller than alpha 0.05, it means that there is an influence between technology (X2) on knowledge management of SMEs. The use of higher technology will affect the success of the implementation of knowledge management in MSEs. And technology itself is one of the elements of knowledge management that facilitates the dissemination of explicit knowledge (Azwas Iskandar & Achmat Subekan, 2018). According to Herusantoso's research, equipment in the form of an intranet and the internet can be considered as the main knowledge management system to support the performance of a company or organization. (Khamami Herusantoso & Ilhan Lasahido, 2012)

The Effect of Communication on MSME knowledge management

Based on the results of data analysis carried out, the communication variable (X3) partially affects the implementation of MSME knowledge management; this can be seen from the sig value. Communication variable (X3) of 0.011 is smaller than the value of sig. 0.05 which means that the communication variable has a significant

effect on knowledge management. In line with the research of Fahmi jahidah Islamy, 2019, which states that communication affects knowledge sharing and the essence of knowledge management is knowledge sharing, therefore it can be said that communication affects knowledge management. Communication is the interaction of two or more people and can encourage the transfer of knowledge and knowledge management (Paul L. Tobing, 2007) So that the knowledge sharing process that occurs within the company will also have an impact on company performance. The results of this study are also supported by research (Agnes Triana et al., 2016) which states that if there is good communication in an organization and a healthy climate, it will have a significant effect on knowledge management in the company.

CONCLUSION

Based on data analysis and data interpretation, it can be concluded that the better the personal knowledge, the use of technology and communication in the company, the better the knowledge management in MSMEs, either partially or simultaneously. Therefore, companies need to ensure that the personal knowledge possessed by employees can be properly maintained and stored properly, so that it can be useful when needed. The use of technology in MSMEs will also be able to improve the management of knowledge in the company, because technology that supports work will also be able to improve the performance of the company. Good communication will be able to increase the transfer of knowledge which is the core of knowledge management; therefore, companies also need to ensure that communication in the company, both from leaders to workers, and workers to leaders and between workers always goes well with a good work climate.

Conflict of Interest: None

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