

The Analysis of Knowledge Sharing and Learning Organization on Employee Performance at Hotel Midtown Surabaya

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ABSTRACT

Knowledge sharing is essential for developing the skills of everyone in the organization, because by sharing knowledge, it can be easily transferred, installed and developed efficiently. Learning Organization is an ongoing procedure within an organization that promotes all employees' individual growth and learning. This study's goal was to evaluate organization's effects factors related to learning and knowledge sharing on employee performance at Hotel Midtown Surabaya. The research method uses quantitative methods. The technique used is saturated sampling technique, with a total of 45 respondents taken from housekeeping division employees at the Hotel Midtown Surabaya. The data analysis technique using the SmartPLS analysis tool and the partial least squares structural equation model (PLS-SEM). The analysis the exchange of knowledge, according to results can help improve employee performance, and learning organization can also help improve employee performance.

INTRODUCTION

The development of an increasingly advanced era makes the business world more competitive. Currently, the economic era has entered the third wave of economic evolution called the information economy. What affects this information economy is information technology and knowledge workers. Knowledge economy is an economy that uses knowledge (knowledge). The emergence of this knowledge economy forces organizations to abandon traditional ways of perspective and implement a new knowledge management (KM) approach (Mardillah and Raharjo, 2017). This is the driving force for the need to implement knowledge management (KM) to emerge. Knowledge management focuses on finding, sharing, creating, and preserving knowledge as part of the implementation of a learning organization. The most important part of knowledge management is motivating people in an organization to share knowledge (Knowledge Sharing).

Sharing knowledge is crucial for progress role in improving the skills of everyone in the organization, because by sharing knowledge, it can be easily transferred, installed and developed efficiently. Knowledge sharing in the organization will contribute to worker efficiency. By managing knowledge assets in the company will determine the success of a company.

According to Andra and Utami (2018), knowledge sharing is either the fundamental or the most crucial procedure for the accomplishment of knowledge management initiatives. A company's refusal to share will impede knowledge development and learning. According to Matezler in Rodin et al. (2016), knowledge sharing is very important for companies to maintain competitiveness and make them superior in competition because the innovation obtained comes from various knowledge between one person and another in an organization. Implementing knowledge sharing, it will affect the increase in competence possessed by each individual in the organization.

The hospitality industry is one aspect that has an essential function in the development of business and tourism in Surabaya, because one of the supporting elements of Surabaya's economy is the hospitality sector which provides accommodation services for tourists and business people. The number of tourist visits and business people who have increased has a rapid effect on the development of the hotel industry today because the increase in the number of tourist visits and business people will also increase the need for accommodation services, especially hotels as a means of support. At this time, competition in the hotel business is getting tighter, so hotels need to have quality human resources. One of the human resources is hotel employees.

In this case, employees are one of the most important components in the progress of the hotel business. Employees of a hotel must have good knowledge related to the production process, communication, and other fields. Interaction and communication between people and corporate divisions constitute knowledge sharing. (Visvalingam, 2011). The effectiveness of knowledge exchange depends on the of human resources in an organization. Hotel Midtown Surabaya must be able to provide satisfaction or a good image in the eyes of consumers by providing quality performance. Seeing this situation,

employees at Hotel Midtown Surabaya strive to innovate in this case providing the best performance for the community as consumers.

The use of knowledge exchange in an effort to raise employee productivity has been partially implemented. by Hotel Midtown Surabaya. The knowledge sharing activities that take place are sharing innovative concepts, methods, insights, and anything else that can improve employee performance. Researchers' interviews with the housekeeping division revealed a number of issues at the Hotel Midtown Surabaya, including that the information sharing method that has been put in place is still not ideal, which causes this knowledge sharing process to run poorly. In addition, for employees who are about to retire, their work experience is not published for employees who are still actively working, especially for new employees who do not understand how to work to solve problems for a job that is their responsibility. This has triggered the obstruction of the application of knowledge sharing at Hotel Midtown Surabaya.

Table 1. *Preliminary Study* Result

No	Questions	Total Score	Presentation
1.	I actively invite my coworkers to discuss work issues that I do not understand.	30	66%
2.	I share knowledge with colleagues in the same department.	35	77%
3.	When I learn something new, I tell my colleagues about it colleagues in the same department.	33	73%
4.	I share knowledge in other departments.	29	64%
5.	Coworkers are willing to share their knowledge with me.	31	68%
Total average		31,6	69,6%

Source : Interview to Related Parties

The results of the preliminary study in the table above explain the data collection related to knowledge sharing in terms of seeing how the employees of Hotel Midtown Surabaya feel, which is still in the sufficient category, namely 69.6%. So it can be concluded that the application of knowledge sharing at Hotel Midtown Surabaya is still not optimal. In order for information on advances from both inside and outside the firm environment to reach employees properly, it is imperative that knowledge exchange among employees be increased.

Knowledge sharing can improve work efficiency and Learning Organization. So that by developing individual knowledge and knowledge management will be able to help develop skills and competencies, increase value, and maintain the organization's competitive advantage (Mueller, 2012). Organizations that have no desire to learn will become paralyzed and even

destroyed by the times, especially with the emergence of many competitors or competitors engaged in the same business mode. Therefore, many organizations have implemented effective learning processes to improve employee performance within the organization.

A learning organization is an ongoing process within a company that promotes seamless learning and personal growth for every employee while upholding ongoing change and the empowerment of human resources.(Santoso, 2003). Learning organization emphasizes more on the organization that provides opportunities for learning rather than emphasizing on the learning process (Pramono, 2006).

The problem related to learning organization that occurs in Midtown Hotel Surabaya is the members who have high competence, not necessarily succeed in forming knowledge that is able to build teams and learning organizations. At Midtown Hotel Surabaya, training is conducted unevenly and if this situation will continue, it will have a negative impact on organizational performance.

Table 2. Employee Weekly Meeting Schedule at Hotel Midtown Surabaya in December 2022 - January 2023

<i>Meeting Schedule</i>		Implemented / Not	
		Implemented	Not
<i>Weekly meeting</i>	7/12/2022	✓	
	14/12/2022	✓	
	21/12/2022		✓
	28/12/2022	✓	
	04/01/2023		✓
	11/01/2023		✓
	18/01/2023	✓	

Source : Interview to Related Parties

It can be seen from the table above that the implementation of weekly meetings or routine training does not run according to a predetermined schedule. This can affect the process of implementing a learning organization at Midtown Hotel Surabaya. And it can also be concluded that organizational learning at Hotel Midtown Surabaya has not been evenly distributed. Based on the above background description, the researchers are interested in conducting a study titled "Analysis of Knowledge Sharing and Learning Organization on Employee Performance at Midtown Hotel Surabaya".

LITERATURE REVIEW

Knowledge Sharing

Knowledge sharing is a strategy or action used in knowledge management to supply and share knowledge, ideas, experiences, or skills from an individual, department, organization, agency, or firm to foster a fundamental need for cooperation (Muchlisin Riadi, 2020). Knowledge Sharing

Indicators According to Carmeli, Gelbard, and Reiter-Palmon (2013) there are four things that are indicators of Knowledge Sharing, namely:

1. A leader's ability to motivate followers to exchange expertise and information.
2. The capacity to find original answers to issues
3. The capacity to take in knowledge and information.
4. Having the capacity to convey knowledge from both internal and external sources.

Learning Organization

Mc Gill and Slocum (2004: 158) define learning organization as a process where the organization becomes aware of the quality, patterns and consequences as well as its own experiences and also develops a mental model to understand these experiences. According to Senge (in Tjakraatmadja, 2006: 153), there are 5 things that become indicators in a learning organization, namely:

1. **Personal Mastery**
This indication encourages an organization to continuously learn how to shape its future, which can only occur if each organization member is motivated and able to continue studying to become an expert in their field of knowledge.
2. **Shared Vision**
Learning organizations require a shared vision that is embraced by all of the organization's participants.
3. **Mental Models**
If the members of the organization are unable to create the proper assumptions and values to be used as a foundation for thinking and how to view various challenges in the organization, organizations will struggle to accurately be able to see the numerous realities that exist.
4. **Learning Team**
Team learning will be successful if the participants feel dependent on one another in order to carry out a predetermined plan.
5. **System Thinking**
Understanding the relationships between numerous internal and external factors that have an impact on an organization's existence requires systemic thinking.

Employee Performance

Mangkunegara (2017: 67) claims that the output of an employee is the end result of the quality and amount of work they do while carrying out the obligations assigned to them. According to Sedarmayanti in Ashari (2018) Employee work leads to performance, namely a management procedure or an

organization's overall performance can be shown concretely and is measurable. Indicators of employee performance according to Mathis and Jacson in Alex Sinaga (2018) are as follows:

a) Quantity

Quantity is the amount generated, represented in words like the number of units produced or the number of finished activity cycles.

b) Quality

Quality is the degree to which the desired results of an activity are almost flawless in the sense of conforming to some ideal way of performing the activity as well as reaching the anticipated goals of the activity. It is also the observance of processes, discipline, and dedication.

c) Reliability

The capacity to complete the necessary task with little supervision, consistency in performance, and accuracy, correctness, and precision in service are all examples of reliability.

d) Attendance

Attendance is the conviction that you will show up for work each day and within the designated hours.

e) Ability to cooperate

Collaborativeness is a worker's ability to collaborate with others to complete tasks and work.

Relationship between Variables

1. Knowledge Sharing's Impact on Employee Performance

Choo (2010) states because sharing information is the behavior of individuals voluntarily providing their knowledge and experience to other members in the organization. Orlando (2018) Studies that the sharing of knowledge has a major impact on employee performance because it constantly exposes workers to new information about their jobs, enhancing their value to the business. So, it can be said that if the better the knowledge sharing that occurs among employees. It will have an impact on how well employees perform. Increased individual performance (Wening, 2016).

2. Learning Organization's Impact on Employee Performance

Good employee performance can be formed if there is a strong learning organization within a company (Haryanti, 2006: 11). In Nafei's research (2015) has the organization's learning outcomes are significant impact on how well employees perform.

METHODOLOGY

This study employed a quantitative research methodology. Then with a Likert scale to measure a person attitudes opinions and perceptions.

Participants in this study were 45 employees of the housekeeping division at Hotel Midtown Surabaya. The technique used in this research is approach for saturated sampling. Where the entire population is sampled.. The results of the data obtained are from distributing questionnaires offline. The PLS approach with SmartPLS is used for the data analysis in this work.

RESEARCH RESULT

Outlier Evaluation

The maximum separation for the Data from respondents is 25.147, which is closer than the greatest distance for the outliers (36.123 was found). This the absence of outliers in the data, so the information, it can be said, is of 45 cases in total are of good quality and suitable for further processing.

Outer Model Measurement

Table 3. Outer Loadings (Mean, STDEV, T-Values)

	Factor Loading (O)	Sample Mean (M)	Standard Deviation (STDEV)	Standard Error (STERR)	T Statistics (O/STERR)
KK1 <- KINERJA KARYAWA (Y)	0,739013	0,737990	0,050103	0,050103	14,749766
KK2 <- KINERJA KARYAWAN (Y)	0,875907	0,874905	0,023498	0,023498	37,276063
KK3 <- KINERJA KARYAWAN (Y)	0,870996	0,870213	0,038908	0,038908	22,386115
KK4 <- KINERJA KARYAWAN (Y)	0,881360	0,881165	0,025944	0,025944	33,971044
KK5 <- KINERJA KARYAWAN (Y)	0,810327	0,807844	0,037832	0,037832	21,419081
KS1 <- KNOWLEDGE SHARING (X1)	0,850133	0,850198	0,029845	0,029845	28,485255
KS2 <- KNOWLEDGE SHARING (X1)	0,764971	0,758761	0,080684	0,080684	9,481127
KS3 <- KNOWLEDGE SHARING (X1)	0,909886	0,907099	0,029281	0,029281	31,073932
KS4 <- KNOWLEDGE SHARING (X1)	0,875984	0,873248	0,028059	0,028059	31,219488
LO1 <- LEARNING ORGANIZATION (X2)	0,736595	0,729688	0,061467	0,061467	11,983628
LO2 <- LEARNING ORGANIZATION (X2)	0,825687	0,821154	0,046086	0,046086	17,916133
LO3 <- LEARNING ORGANIZATION (X2)	0,814963	0,812459	0,042150	0,042150	19,334760
LO4 <- LEARNING ORGANIZATION (X2)	0,853255	0,850626	0,036066	0,036066	23,657935
LO5 <- LEARNING ORGANIZATION (X2)	0,820148	0,818270	0,032767	0,032767	25,029387

Source: Data Processed

According to the external loading table above, all reflective metrics for the variables Knowledge Sharing (X1), Learning Organization (X2) and

Employee Performance (Y) show factor loadings (raw sample) greater than 0.50 and/or significant (T statistic). This value is greater than the z-score $\alpha=0.05$ (5%)=1.96), so All indicator estimation results satisfy convergent validity or excellent validity.

In general, it is possible to say that the study's variables have strong validity because the AVE test results for the Knowledge Sharing variable (X1) are 0.725787, the Learning Organization variable (X2) is 0.657837, and Employee Performance (Y) is 0.701082. These three variables all indicate a value greater than 0.5. The Knowledge Sharing (X1) variable has a Composite Reliability value of 0.913385, the Learning Organization (X2) variable is 0.905577, and Employee Performance (Y) has a value of 0.921117. These three variables all have Values of Composite Reliability exceeding 0.70, indicating the validity of each of the study's factors.

Above latent variable correlations obtainedThe average correlation value between the variables exhibits a modest average value. Additionally, it can be inferred that the study model's variables, the connection between the Learning Organization (X2) Compared to the relationships between the other factors, the association between the variable and Employee Performance (Y) is stronger., indicating that high and low employee performance have a greater impact. Employee Performance (Y) and the Learning Organization (X2) variables have the highest correlation coefficient (0.781783).

PLS Model Analysis

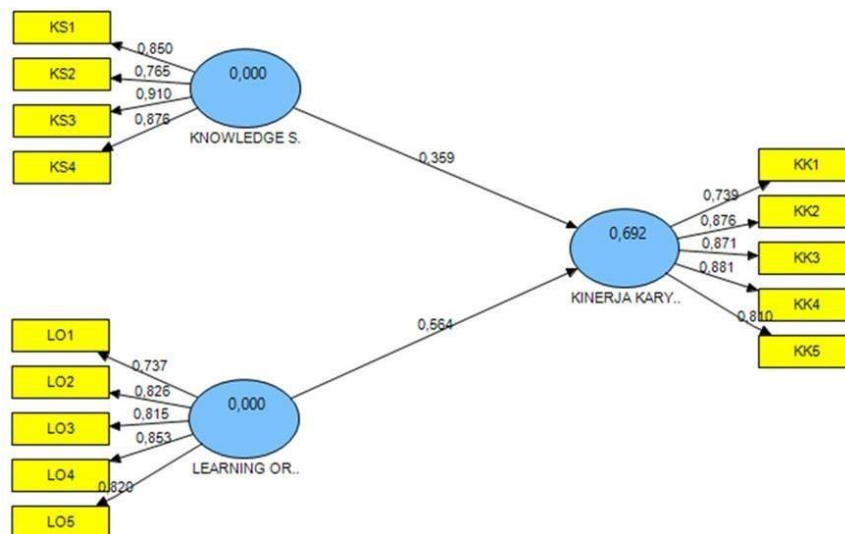


Figure 1. Outer Model with Factor Loading, Path Coefficient and R-Square
Source: Data Processed, output smartPLS

The arrow pointing between the variable and the indication is shown in the graphic above, as is the value of the factor loading in terms of magnitude for each indicator. Between the exogenous variable and the endogenous variable, the route coefficient, which is above the arrow line, can also be seen. Additionally, It is possible to display the amount of R-Square that lies exactly

inside the circle designating the endogenous variable (employee performance variable).

Evaluation of Structural Model Testing (*Inner Model*)

Table 4. *R-Square*

	R Square
EMPLOYEE PERFORMANCE (Y)	0,692155
KNOWLEDGE SHARING (X1)	
LEARNING ORGANIZATION (X2)	

Source: Data Processed

R2 value = 0.692155. It could concluded the model can Explain the fact that employee performance and independent variables influence like knowledge sharing and learning organizations, with a difference of 69.21%; the remaining 30.79% is explained by external factors other of this study (knowledge sharing and learning organizations excepted).

Result of Inner Weight

Table 5. Path Coefficients (Mean, STDEV, T-Values)

	Path Coefficients (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STERR)	P Values
KNOWLEDGE SHARING (X1) -> EMPLOYEE PERFORMANCE (Y)	0,358581	0,354591	0,089913	3,988086	0,000
LEARNING ORGANIZATION (X2) -> EMPLOYEE PERFORMANCE (Y)	0,563585	0,570570	0,084942	6,634962	0,000

Source: Data Processed

The data in the table above support the following hypothesis:

1. Hypothesis 1: Employee performance benefits from knowledge sharing at Hotel Midtown Surabaya can be accepted, with path coefficients 0.358581, and a T-statistic value of 3.988086 > 1.96 (from the table value $Z\alpha = 0.05$) or a P-Value of 0.001 < 0.05, with significant (positive) results.
2. Hypothesis 2: Employee performance is improved in learning organizations at Hotel Midtown Surabaya can be accepted, with path coefficients 0.563585, and a T-statistic value of 6.634962 > 1.96 (from the table value $Z\alpha = 0.05$) or a P-Value of 0.000 < 0.05, with significant (positive) results.

DISCUSSION

The Effect of Knowledge Sharing on Employee Performance

According to the test results, It demonstrates that the sharing of knowledge improves employee performance significantly. This implies that employee performance will increase in direct proportion to how well

knowledge sharing is implemented within the business. This is consistent with research by Mardillah (2017), who found that knowledge sharing has a big effect on worker performance because greater performance is a result of having enough knowledge about what to do.

The Effect of Learning Organization on Employee Performance

According to the test results, learning organizations have a considerable positive impact on employee performance. This implies that employee performance will increase in direct proportion to how effectively learning organizations are applied within the business. This is consistent with Cintya Leli's (2018) research, which found that learning organizations had a favorable impact on employee performance. This implies that good performance will be impacted by how much the organization is conscious of enhancing its employees' capacity for learning.

CONCLUSIONS AND RECOMMENDATIONS

1. Knowledge sharing contributes to employee performance on the performance of housekeeping division employees at Hotel Midtown Surabaya.
2. Learning Organization contributes to employee performance at Midtown Hotel Surabaya.

Based on the research results, some appropriate recommendations are as follows:

1. In terms of knowledge sharing, Employees must be able to absorb information and knowledge with other employees or leaders.
2. In terms of learning organization, employees are expected to share knowledge with each other to learn and work together to achieve company goals.
3. In terms of employee performance, it is hoped that the person concerned will be able to use company resources (labor, costs, technology) to the maximum to complete his work.

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