



Analysis of the Effect of Trust, Learning and Collaboration on Knowledge Management

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Abstract: The Literature Review article on the Analysis of the Effect of Trust, Learning and Collaboration on Knowledge Management is a scientific article that aims to build a research hypothesis on the influence between variables that will be used in further research, within the scope of Human Resource Management. The method of writing this Literature Review article is the library research method, which is sourced from online media such as Google Scholar, Mendeley and other academic online media. The results of this Literature Review article are that: 1) Trust has an effect on Knowledge Management; 2) Learning has an effect on Knowledge Management; and 3) Collaboration has an effect on Knowledge Management. Apart from these 3 exogenous variables that affect the endogenous variables of Knowledge Management, there are many other factors including Operational Strategy, Willingness and Motivation variables.

Keywords: Trust, Learning, Collaboration, Knowledge Management

INTRODUCTION

Knowledge is the understanding and knowledge that a person has and is experienced in identifying, creating and distributing knowledge. The knowledge possessed by a person must of course be carried out by management or arrangement, so that the experience and insight possessed can be implemented properly. One of them is collaboration, where combining some knowledge into a decision that is used to identify and make decisions. One's knowledge must also have a strong belief, so that other people can be influenced by the knowledge we have.

Based on the background of the problem above, the researcher determines the formulation of the problem as follows:

1. Does Trust affect Knowledge Management ?
2. Does Learning Affect Knowledge Management ?
3. Does Collaboration affect Knowledge Management ?

LITERATURE REVIEW

Knowledge Management

Knowledge Management is access to expertise, knowledge and expertise that provides new capabilities, enables better performance, drives forward and innovation, and increases customer value (Gloet & Terziovski, 2004). Knowledge Management is a management function that creates knowledge, manages the flow of knowledge and ensures that knowledge is effectively and efficiently used for the long-term benefit of the organization (Darroch & McNaughton, 2002). Knowledge Management aims to find, store, share and share widely the very important resources owned by an organization. Knowledge Management indicators, including: Humans, leadership, internet technology, organization and learning (Tobing, 2007).

Knowledge Management has been widely studied by previous researchers, among others: (Rosdiana & Haris, 2018), (Saidani et al., 2019), (Hana, 2019).

Trust

Trust is an individual's behavior which expects someone to provide positive benefits. The existence of trust because individuals who are trusted can provide benefits and do what is desired by individuals who provide trust. Thus, trust is the basis for both parties to cooperate (Yilmaz & Atalay, 2009). Trust is an assessment of one's relationship with others who will carry out certain transactions according to expectations in an environment full of uncertainty (Donni, J., 2017). Indicators of Trust include: Ability, integrity and kindness (Mayer, 2007).

Trust has been widely studied by previous researchers, including: (Anwar & Adidarma, 2016), (Bimaruci et al., 2020), (Pandiangan et al., 2021), (Wulansari, 2013).

Learning

Learning is teaching students to use educational principles and learning theories, which are the main determinants of educational success (Sagala, 2010). Learning is a transactional communication process that is reciprocal, both between teachers and students, as well as between students and other students, to achieve the goals that have been set. Learning indicators include: 1) Good material organization; 2) Effective communication; 3) Mastery and enthusiasm for learning materials; 4) positive attitude towards students; 5) fair value giving and 6) student learning outcomes (Wotruba and Wright, 2013).

Learning has been widely studied by previous researchers, including: (Hasanah & Kristiawan, 2019), (Mukti & Rosadi, 2022), (Ala et al., 2021).

Collaboration

Collaboration is joint involvement in a coordinated effort to solve problems together. Self-collaborative interactions with shared goals, symmetrical structures with high-level negotiations through interactivity and interdependence (Pearson, 2011). Collaboration is a fundamental process of a form of cooperation that breeds trust, integrity and breakthrough through the achievement of consensus, ownership and integration in all aspects of the organization (Edward, M., 1995). Collaboration indicators include: Collaborative culture, collaborative leadership, strategic vision, collaborative team process and collaborative structure (Noorsyamsa, D., 2010).

Collaboration has been widely studied by previous researchers, including: (Harahap & Ali, 2020).

Table 1. Relevant Previous Research Results

No	Author (years)	Previous Research Results	Similarity with this article	Difference with this article
1	(Anwar & Adidarma, 2016)	The Influence of Trust and Risk on Buying Interest in Online Shopping	Talking about Trust	There are differences in the variables of risk and buying interest
2	(Fuadi et al., 2021)	Systematic Review: Strategies for Empowering MSME Actors Towards a Digital Economy Through Social Action	Talking about collaboration	There are differences in the empowerment strategy variables
3	(Bahrudin & Zuhro, 2015)	The Effect of Customer Trust and Satisfaction on Customer Loyalty	Talking about trust	There are differences in the variables of customer satisfaction and customer loyalty
4	(Sudiantini & Dewi Shinta, 2018)	The Influence of Learning Media on Students' Creative Thinking and Mathematical Reasoning Ability	Talking about Learning	There are differences in the variables of Creative Thinking and Reasoning
5	(Restyorini, 2019)	The Effect of Knowledge Management on Employee Job Satisfaction at PT Semen Indonesia (Persero) Tbk	Discussing Knowledge Management	There is a difference in the job satisfaction variable
6	(Aufar, 2016)	The Effect of Knowledge Management on the Managerial Competence of Small Industry Entrepreneurs	Discussing Knowledge Management	There is a difference in the Managerial Competence variable
7	(Putri Primawanti & Ali, 2022)	The Influence of Information Technology, Web-Based Information Systems and Knowledge Management on Employee Performance (Literature Review Executive Support System (Ess) for Business)	Discussing Knowledge Management	There is a difference in the Employee Performance variable

RESEARCH METHODS

The method of writing scientific articles is the qualitative method and literature review (Library Research). Assessing theory and the relationship or influence between variables from books and journals both offline in the library and online sourced from Mendeley, Google Scholar and other online media.

In qualitative research, literature review must be used consistently with methodological assumptions. This means that it must be used inductively so that it does not direct the questions posed by the researcher. One of the main reasons for conducting qualitative research is that the research is exploratory, (Ali & Limakrisna, 2013). In the next stage, it will be discussed in depth in the section entitled "Related literature" or "library review" (Review literature), as the basis for formulating hypotheses and in the final stage these two literatures become the basis for comparing the results and findings. -findings revealed in research. (H. Ali & Limakrisna, 2013)

DISCUSSION

Based on the theoretical study and relevant previous research tables, the following discussion is discussed:

1. The Effect of Trust on Knowledge Management

KM activities require a culture of mutual trust among organizational members. Researchers urge organizations to build a culture of trust (Sandhawalia & Dalcher, 2011; Abidin-Mohamed et al., 2014). This is because; lack of trust is the main reason for not sharing knowledge among organizational members (Currie & Kerrin, 2003; Gharakhani & Mousakhani, 2012). Nevertheless, our search revealed that trust and its mediating effects have been little investigated by researchers in the KMC field. Empirical evidence suggests that trust can play a mediating role in the relationship between industry cluster engagement and knowledge gained (Niu, 2010).

Trust is defined as the positive expectations that individuals have about the intentions and behavior of some organizational members based on organizational roles, relationships, experiences, and interdependence (Shockley-Zalabak et al., 2000). In many cases, the existence of trust between members of an organization can provide the basis for competitive advantage or distinctive organizational competencies (Zanini & Migueles, 2013). Trust is important for the performance and well-being of organizational members in times of crisis (Mishra, 1996). The existence of trust can encourage a culture of knowledge sharing and knowledge transfer (Sandhawalia & Dalcher, 2011). On the other hand, lack of trust is cited as an important reason for employees not to share their knowledge and experience with other organizational members (Currie & Kerrin, 2003; Gharakhani & Mousakhani, 2012; Holste & Fields, 2010). Evidence from the literature suggests that trust can play a mediating role in sharing, acquiring, and transferring knowledge (Levin & Cross, 2004; Niu, 2010). Therefore, this study extends the existing literature and attempts to examine the mediating role of trust between knowledge process capability and knowledge infrastructure capability, and organizational performance.

Trust has an effect on Knowledge Management, this is in line with research conducted by: (Rosdiana & Haris, 2018), (Saidani et al., 2019), (Hana, 2019).

2. The Effect of Learning on Knowledge Management

Learning and knowledge go hand in hand. It took several hundred years for the world's most developed country to move from agriculture to industry to an information-driven economy that continues to challenge organizations to improve their performance. Over the last decade the new field of knowledge management - Knowledge Management (KM) has aroused and achieved increasing visibility for its potential to leverage the newly recognized asset we call knowledge and thus bootstrapping organizational effectiveness. During the same decade, the idea emerged that organizations can learn and from that learning create competencies that lead to competitive advantage and agility.

To gain insight into the relationship between learning and knowledge management organizations, it is useful to start with a careful interpretation of knowledge. We are in close agreement with Sveiby when he takes knowledge as his capacity for action. (Sveiby, 1997) For us, knowledge is best understood as the capacity to take effective action, with the recognition that capacity includes both potential and actual capabilities. Therefore, knowledge can exist in the mind of a person and / or in him the implementation of the appropriate action in a given situation. That is, the action is effective when it produces the expected and desired results.

Learning has an effect on Knowledge Management, this is in line with research conducted by: (Sudiantini & Dewi Shinta, 2018), (Ala et al., 2021), (Andrian et al., 2021).

3. The Effect of Collaboration on Knowledge Management

Knowledge is recognized as an important factor that can improve the performance of new product development - New Product Development (NPD). This is because the

knowledge that has been created during the NPD process can be reused for the next product development, so that the NPD time becomes more efficient. Currently, there are still few studies that examine the relationship between knowledge management factors (KM enablers), the Knowledge Creation (KC) process, and NPD performance. Therefore, a research model was developed that applies KM enablers in the context of NPD. This model includes six KM enablers (collaboration, trust, learning, leadership characteristics, t-shaped skills and information technology support), and is mediated by the KC process (socialization, externalization, combination, and internalization).

Collaboration occurs when people from different organizations (or within the same organization) produce something through joint efforts, resources, and decision making and then become co-owners of the final product or service. Effective collaboration usually requires a great degree of trust between organizational participants and also reduces individual differences. For example, NPD collaboration between departments requires several other departments to work together, by sharing information, ideas, resources, and authority.

The decision to form a new product idea, then create it. Empirically identify a culture of collaboration as a means to increase knowledge through organizational learning. A culture of collaboration can help create knowledge by increasing the exchange of knowledge among members in NPD projects. This collaboration also has a positive effect on KC.

Collaboration has an effect on Knowledge Management, this is in line with research conducted by: (Fuadi et al., 2021), (Harahap & Ali, 2020).

Conceptual Framework

Based on the problem formulation, literature review, previous research and discussion of the influence between variables, the conceptual framework is obtained as follows:

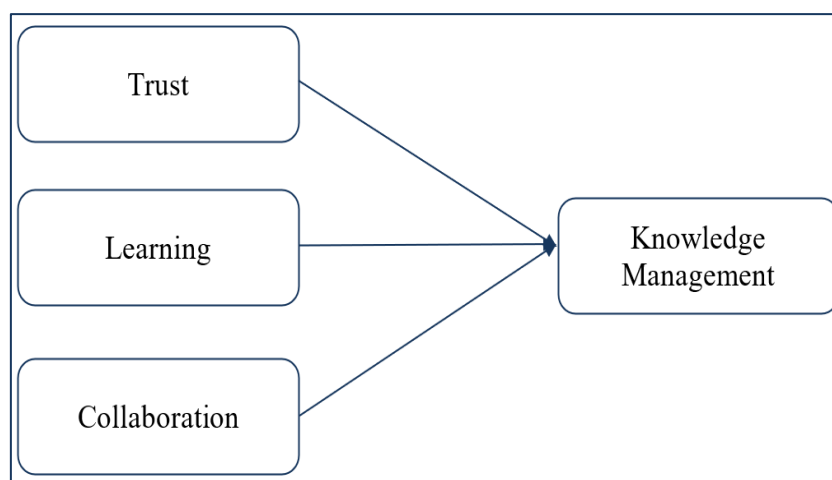


Figure 1. Conceptual Framework

Based on the conceptual framework picture above, then: Trust, Learning and Collaboration affect Knowledge Management. Apart from the variables of Trust, Learning and Collaboration related to Knowledge Management, there are other factors related to Knowledge Management, including:

- 1) Motivation: (Saputra, 2021), (Ali et al., 2022), (Karsono et al., 2022), (Saputra & Mahaputra, 2022a), (Widodo et al., 2017), (Sutiksno, S. D. U., Rufaidah, P., Ali, H., & Souisa, 2017), (Kasman & Ali, 2022), (Sari & Ali, 2022), (Anggit & Setyorini, 2022).
- 2) Practice: (Mahaputra & Saputra, 2021c), (Syauket et al., 2022), (Saputra & Mahaputra, 2022b), (Shobirin & Ali, 2019), (Maisharoh & Ali, 2020), (Apriyani et al., 2022), (Kawi,

- 2018), (Jayalie et al., 2018), (Riyani et al., 2008), (Sinaga et al., 2020), (Supriyadi et al., 2019).
- 3) Process: (Saputra & Ali, 2022), (Karsono, 2018b), (Saputra & Ali, 2021), (Karsono, 2018a), (Saputra, 2022a), (Prayetno & Ali, 2020), (Suharyono & Ali, 2015).
 - 4) Advice: (Karsono, B., & Syauket, 2021b), (Sitio & Ali, 2019) (Saputra, 2022c), (Mahaputra & Saputra, 2022), (Saputra, 2022b), (Karsono & Suraji, 2020).
 - 5) Improvement: (Mahaputra & Saputra, 2021b), (Riyanto et al., 2017)(Karsono, B., & Syauket, 2021a), (Karsono, B., & Syauket, 2021c), (Mahaputra & Saputra, 2021a).

CONCLUSION AND RECOMMENDATION

Conclusion

Based on the literature review and discussion above, the researchers conclude this research as follows:

1. Trust affects on Knowledge Management.
2. Learning affects on Knowledge Management.
3. Collaboration affects on Knowledge Management.

Recommendation

Based on the conclusions that researchers have described above, that Trust, Learning and Collaboration affect Knowledge Management. There are other variables that affect Knowledge Management that can be used in further research, namely: Motivation, Practice, Process, Advice and Improvement.

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