

# The Effect of Knowledge Sharing, Competitive Advantage Strategy Implementation on Employee Performance (Case Study at "SARI" Cokroaminoto Makassar Foundation)

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## ABSTRACT

The motive of this exam modified to have a examine and look at the effect of Knowledge Sharing on competitive benefit, approach implementation, and organizational typical overall performance. Studies accomplished at the "SARI" Foundation in South Sulawesi, considering that the education worldwide this is predicated on services and based mostly on the expertise of the services business enterprise should be responsive and able to face environmental change. Respondents had been drawn from all employees Foundation, this study modified into taken using direct method with a devices questionnaire survey. One hundred and fifty questionnaires had been allocated and 138 questionnaires returned. Based at the assessment of Partial Least Square (PLS smart 2.0), studies presentations that Knowledge Sharing influences competitive benefit and implementation of the approach, but, competitive benefit does now not have an effect on the general overall performance of the organization. Interesting effect from this exam are evidence that the direct effect of expertise Sharing on organizational typical overall performance is properly really well worth lots much less than its effect on employee typical overall performance is mediated with the resource of the usage of the implementation of amethods. Implications of the consequences of this study advocate and make more potent that Knowledge Sharing is not the primary determinant of the fulfillment of the employee typical overall performance, but its presence is an critical input from to organizational.

**Keywords:** *Knowledge- Sharing, Competitive advantage, Strategy Implementation, Employee Performance*

## 1. INTRODUCTION

An organizational can grow well if the role of humans or organs, and human resources in it function properly. So that the organization can have a competitive advantage if its members can manage knowledge well as a source of organizational strategy to produce. Performance that continues to increase and produce organizations that can survive in a healthy competition, following the times. The knowledge needed by an employee may be owned by their co-workers. Thus, it is

very important to share knowledge (knowledge sharing) between one employee and another [1]. Exchanging information, experience, and knowledge among them to produce. Performance strengths that can benefit the company. [2] By having resources that have excellent knowledge.

The company or organization will be able to produce products and technologies that are not easily imitated by other parties and have a long-lasting competitive advantage [3] and synergistic collaboration individual

and organizational knowledge in managing good management is very important to generate potential resources in making the right and profitable strategy Organizations' success is largely determined by their ability to operate in a rapidly changing and unpredictable global business environment with a focus on the [4] creation and use of intellectual assets. Engaged in education and services, the South Sulawesi SARI Foundation must be responsive and able to adapt and compete healthily in the face of competition in the world of education which is very tight, many things must be considered in managing the education business, because not only the expected profit but how to print the output of students, students to be able to become successful people armed with the knowledge they get in school, and university. The company or organization will be able to produce products and technologies that are not easily imitated by other parties and have a long-lasting competitive advantage and synergistic collaboration individual and organizational knowledge in managing good management is very important to generate potential resources in making the right and profitable strategy Organizations' success is largely determined by their ability to operate in a rapidly changing and unpredictable global business environment with a focus on the creation and use of intellectual assets. Engaged in education and services, the South Sulawesi "SARI" Foundation must be responsive and able to adapt and compete healthily in the face of competition in the world of education which is very tight, many things must be considered in managing the education business, because not only the expected profit but how to print the output of students, students to be able to become successful people armed with the knowledge they get in school, and university.

This complicated extrude may be sourced from the inner surroundings of the South Sulawesi SARI Foundation and the outside surroundings of the foundation, in which the inner elements of the South Sulawesi SARI Foundation affect environmental extra de are aid control, hobby control, and universal control. With the improvement of an increasing number of aggressive international opposition, information performs an essential function with inside the system of the worldwide economic system. The contemporary commercial enterprise opposition paradigm has modified toward information-primarily based opposition, which affects the improvement of the worldwide economic system toward an information-primarily based economic system [5][6][7]. Countries that broaden and manipulate their information property

efficiently could have a bonus over different nations that don't use information as a supply of aggressive gain. Individuals with higher information can be higher off as well. [8] Knowledge is visible as an essential weapon to acquire sustainable aggressive gain and marks the beginning of a brand new financial generation, particularly the generation of information-primarily based economic system that is indicated with the aid of using the growing incidence of information-primarily based opposition. Knowledge is an essential foundation of opposition [1] and, in particular, tacit information, maybe a supply of gain due to the fact it's miles specific as it does now no longer flow flawlessly, can't be flawlessly imitated, and can't be substituted. However, information processing itself does now no longer assure strategic gain: instead, the information has to be managed. This paradigm shift from aid-primarily based view to information control calls for corporations to in addition enhance the control and use of all information owned with the aid of using the business enterprise and its employees [2].

### ***1.1 Literature review and theoretical hypotheses (Head 2)***

#### *1.1.1. Theoretical review*

Theory Knowledge-primarily based totally useful resource view Resource primarily based view (RBV) is a technique to inform the connection between organizational functionality and worker performance. Knowledge-primarily based totally useful resource principle states that know-how is the maximum strategically full-size useful resource of a company. [7] Knowledge-primarily based sources are normally hard to mimic via means of different companies and as a supply of aggressive gain. Knowledge control has emerged as a supply of sustainable aggressive gain [3] Knowledge control is one of the control gear that may be used to assist the fulfillment of organizational desires and display aggressive gain so one can create appropriate worker performance [9]. An vital principle that wishes to be taken into consideration is the Knowledge-Based View (KBV). The Knowledge Based View technique states that an employer could have an aggressive gain, so the employer has to have know-how control experts, together with know-how sharing. Resource-primarily based totally view (inside-out) [10] brought via way of means of [5]; [6]; and [1], which states that to gain aggressive gain, corporations have to use inner strengths (sources and abilities) in exploiting possibilities and neutralizing environmental threats and fending off inner weaknesses. For a sustainable aggressive gain to occur,

it's important to apply the company's sources and abilities correctly and efficiently.

The Knowledge-Based View (KBV) approach describes how an organization can create, integrate, and distribute its knowledge. The success of an organization can be measured by its ability to build new knowledge based on the existing resources of the owner. The KBV approach also states that the core of organizational resources is knowledge [1].

Knowledge is one source of sustainable competitive advantage for an organization. To create high performance, organizations need high resources and capcoordinate-coordinates existing resources and capabilities. In KBV, knowledge in an organization is very important and is the main source of organizational competence. In the view of KBV, knowledge is contextual information, experiences, values, and opinions of an expert. The Knowledge-Based View approach focuses on how organizations create, acquire, implement, maintain, and transfer knowledge. An organization can have a competitive advantage if the organization is based on its knowledge and ability to build organizational sustainability. This research also contributes to the literature on innovation culture as a mediator in the relationship between knowledge sharing and business performance. Fair sharing of ideas creates a culture of innovation that strengthens business *performance*. Employees must understand employee knowledge (Bari et al., 2019), [10] collect, and be able to synergize their contributions in building a sustainable competitive advantage [11]. [12] These results change perspective on competition benefits and resource-based views. [13] They also explain that companies build their strategies on path-dependent, ambiguous, socially engaged, and intangible causes outperforming those that make them solely on tangible assets. Therefore, the role of knowledge sharing as an intangible asset in shaping innovation becomes the foundation for building sustainable competitive advantage. In addition, business performance is a mediator. Between a way of life of innovation and sustainable aggressive benefit. The dimensions of innovation (it's the way of life, products, processes, management, and objectives) offer the premise for developing commercial enterprise overall performance and sustainable aggressive benefit. Innovation way of life is an essential detail and supply of sustainable aggressive benefit and is applicable for use to keep the overall performance of SMEs [7][14].

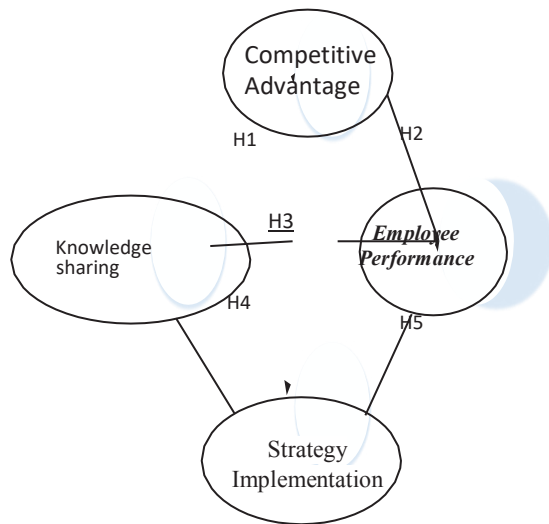
*1.1.2. The relationship of knowledge sharing, competitive advantage, on the implementation strategy and employee performance*

Finding that expertise sharing has a great impact on workers' overall performance [14]. Employee overall

performance will attain most results if it's supported via means of the expertise possessed, which may come from numerous assets which include sharing expertise with colleagues. The findings determined that expertise sharing can enhance workers' overall performance Knowledge sharing has additionally been confirmed to boost the function of HR as a strategic companion. Knowledge control does now no longer affect Employee Performance, however, worker's it's miles confirmed that strategic making plans mediate the impact of expertise control on Employee performance, and strategic making plans is confirmed so one can mediate the function of the proper fit among strategic HR and organizational overall performance. Refers to [9] The most important financial aid for reaching aggressive benefit is expertise. Knowledge is a strategic asset that is functionality and said this is very tough to replicate and commercialize due to the fact they're scarce. The significance of expertise whilst the financial degree and manufacturing of firms are extra depending on mind power, human resources, and highbrow capital.

The relationship between the variables of knowledge sharing [15], Competitive Advantage, and strategy implementation is developed in a conceptual framework which can be seen to figure 1. Based on the conceptual framework of the research, the following research hypotheses can be proposed

- H1: Knowledge Sharing affects competitive advantage [16]
- H2: Competitive advantage has an effect on Employee Performance
- H3: Knowledge Sharing has an effect on Employee Performance [17]
- H4: Knowledge Sharing has an effect on Strategy Implementation.[18]
- H5: Strategy Implementation has an effect on Employee Performance [19]
- H6: Knowledge Sharing affects employee performance through competitive advantage
- H7: Knowledge Sharing affects employee Performance through Strategy Implementation [ 20]



**Figure 1** This research is an explanatory study. An explanatory study is a study to test the hypothesis among the hypothesized variables. In this case, it is a clear kind of study, which is the study of procedures starting with the complexity of the identity of activities, hence formulating (scientific) problems. The hypotheses are formulated mainly by the workers using the observed standards of past and present theory. This study was conducted at the SARI Foundation, South Sulawesi, within the duration of June-August 2021. The willingness of the pattern of use of the Slovin formula (in Umar, 2004: 108) with a mistake fee of 5% or 95% self-confidence level, from the people of 312 received a large pattern of 156 respondents. Data has been taken using an instant technical survey with a questionnaire instrument, 138 questionnaires were returned. All levels of statistical evaluation were carried out using SPSS (Statistical Package for Social Sciences) linearity applications for Windows Model 22.0 and Smart Modeling PLS model 2 this study

## 2. RESEARCH AND MEASUREMENT VARIABLES STYLE PALETTE

### 2.1 Knowledge Sharing

The change from tacit knowledge to explicit knowledge is to form an organizational culture of knowledge sharing among all members of the organization. According to [21] knowledge sharing culture in organizations depends on: a) The role of leaders in formulating a vision, direct involvement, support. b) An organizational culture that provides a climate of trust and openness. c) There is a willingness from organizational leaders to promote knowledge sharing and collaboration. d) Organizational

awards for knowledge, learning, and innovation. e) The ability of the organizational structure to adapt and execute the process of transformation and change with effectiveness [22].

### 2.2 Competitive Advantage

In states that competitive advantage is the ability obtained through the characteristics and resources of a company to have higher performance compared to other companies in the same industry or market [22]. The issue of competitive advantage became very popular after Porter developed the concept. Competitive advantage comes from the company's ability to take advantage of while avoiding external threats and internal weaknesses (Mooney, 2017). Competitive advantage is a dynamic process, not just seen as the result. This is because competitive advantage stems from the many different activities a firm undertakes in designing, producing, marketing, delivering, and supporting sales.

### 2.3 Strategy Implementation

To ensure success, a strategy must be translated into carefully implemented actions. This means a. The strategy must be translated into a guide to the activities of the company's members. b. Strategy and company must become one which is reflected in 1. How period following touserachieves achieves a goal. An answer to the question in the definition of performance according to [23] namely performance is the answer to the question "what are the results achieved by someone after doing something." [24] says that employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties following the responsibilities given to him.

Attention to performance is a necessary thing for an organization or company. Performance is not just achieving results but broadly needs to pay attention to other aspects, as the definition of performance according to performance is the result of work that can be achieved by a person or group of people in an organization, following the authority and responsibility each, to achieve the goals of the organization concerned legally, not violating the law and by morals and ethics.

## 3. RESULT

**Table 1.** Goodness of Fit

Overview	R Square
Implementasi Strategy (Y2)	0.3342
competitive advantage (Y1)	0.3087
Knowledge sharing (X1)	0



<i>Employee Performance</i> (Y3)	0.5968
Q2	0.81442

Source: Data processed by researchers (2020)

The Q2 value of 0.81442 indicates that the diversity of the structural model that can be explained is 81.442%. In other words, the research model built is good, which can explain the phenomenon of employee performance by 81.442%, while the rest (18.558%) is explained by other variables that have not been included in the model and errors.

**Table 2.** Inner model

Indirect Effect	Estimate	Z Sobel	P Value atau signifikansi	Description
knowledge sharing>competitive advantage> <i>Employee Performance</i>	-0.0619	1.5594	0.1189	no mediation effect
knowledge sharing>competitive advantage> <i>Employee Performance</i>	0.4224	6.8790	0.0000	there is a mediating effect

**Table 3.** Indirect

Inner Model	Original Sample (O)	Standard Error (STERR)	T Statistics ((O/STERR))	Inner Model	Description
competitive advantage(Y1-> <i>Employee Performance</i> (Y3)	-0.1115	0.0703	1.5866	0.1145	not significant
Knowledge sharing (X1) - implementation strategy(Y2)	0.1696	0.067	2.5315	0.0123	signifikan
Implementation Strategy (Y2)	0.7307	0.061	11.9851	0.0000	signifikan

Mediated by Knowledge Sharing Capability" shows that human resource management [25] (HRM) [20] abilities are positively related to Knowledge Sharing (KS) abilities that turn into an innovation. The findings of this study can be interpreted that the SARI Sulse Foundation

has made quite good efforts in the creation (knowledge creation), use (knowledge utilization) and sharing (knowledge sharing), knowledge both sourced from the external environment and the internal environment. Competitive.

**H1:** Knowledge Sharing has a significant effect on. These findings support the empirical research of [10] entitled "The Impact of HRM Capabilities on Innovation Mediated by Knowledge Sharing Capability" shows that human resource management (HRM) [20]abilities are positively related to Knowledge Sharing (KS) abilities that turn into innovation. The findings of this study can be interpreted that the SARI Sulse Foundation has made quite good efforts in the creation (knowledge creation), use (knowledge utilization) and sharing (knowledge sharing), knowledge both sourced from the external environment and the internal environment. Competitive.

**H2:** The results of hypothesis testing state that competitive Advantage has no significant effect on Employee Performance [22]. This finding refutes the research conducted by [11] [26] The results of research show that the findings describe the innovative characteristics of SMEs and there is a significant positive relationship between Competitive Advantage and organizational performance [27].

**H3:** Knowledge Sharing has a significant positive effect on employees performance. This finding is in line with research conducted by the Foundation [12] which views that knowledge management and knowledge sharing need to be developed to adapt to changes in environmental progress, both internally and externally. This finding also confirms the theory that Knowledge Sharing is a business concept, which includes jointly agreed, coordinated, and deliberate efforts to manage organizational knowledge through the process of creating, structuring, disseminating, and applying it to improve organization [28].

**H4:** The results of hypothesis testing state that Knowledge Sharing has a significant positive effect on strategy implementation. This finding is in line with [13].

**H5:** The results of hypothesis testing state that strategy implementation has a significant effect on employees effect because the t-statistic value is greater than the t-table value (1.97), namely the Knowledge Sharing variable against the large competitive Advantage. the path coefficient is 0.5556 with a t-statistic value of 8.5465; Knowledge Sharing on organizational performance is the path main use the coefficient is 0.1696 with a t-statistic value of 2.5315; [33] Knowledge Sharing on Strategy Implementation The magnitude of the path coefficient is 0.5781 with a t-statistic value of 8.3999; and [34] Strategy Implementation on organizational performance the magnitude of the path coefficient is 0.7307 with a t-statistic value of 11.9851, while the one-way direct

relationship has no significant effect because the t-statistic value is smaller than the t-table value (1,97), namely, the COMPETITIVE Advantage variable on *performance* path coefficient organization-0.1115 with a t-statistic value of [13][35].

## AUTHORS' CONTRIBUTIONS

They are conceived of the presented idea. Developed the theory and performed the computations. Verified the analytical methods. Encouraged them to investigate a specific aspect and supervised the findings of this work. All authors discussed the results and contributed to the final manuscript.

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