International Research Journal of
BUSINESS STUDIES

ISSN: 2089-6271 | e-ISSN: 2338-4565

Vol. 9 | No. 2

Revisiting the Dimensions of Knowledge Management Orientation Behavior in Indonesia Creative Industry

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ARTICLE INFO

Keywords:
knowledge management orientation,
knowledge management,
creative industry,
performance,
second-order confirmatory factor analysis

ABSTRACT

This study aims to explore the formation of knowledge management orientation behaviour (KMO) in Indonesian creative industry. To answer the research objective, two consequtive studies were conducted. The first study intends to generate the measurement items. Two registered Focus Group Discussions (FGDs) with eight participants for each session were held. Upon the completion of FGDs, a survey into 171 respondents was done , and the Exploratory Factor Analysis (EFA) was employed to analyse the data. The second study objective is to confirm the measurement items that have been generated from the FGDs . A survey into 174 respondents was conducted, and confirmatory Factor Analysis was employed to analyse the data. The finding confirms that organizing memory development, organizing memory support system, knowledge sharing, knowledge absorption and knowledge receptivity are the dimensions of KMO in Indonesian creative industry. Upon the completion of this study, both theoretical and practical contributons are provided to bring an insight for creative industry practitioners to apply KMO in their business.

SARI PATI

Penelitian ini bertujuan untuk mengkaji dimensi perilaku knowledge management orientation (KMO) pada industri kreatif di Indonesia. Dua tahapan penelitian dilakukan untuk menjawab tujuan penelitian. Penelitian pertama dilakukan untuk membangun instrumen pengukuran dari masing-masing dimensi KMO. Instrumen pengukuran KMO dibangun melalui FGD yang dilakukan sebanyak dua kali dengan melibatkan delapan pelaku bisnis kreatif dalam masing-masing sesi diskusi. Setelah FGD dilakukan, survei terhadap 171 responden dilakukan dan hasil survei tersebut dianalisis dengan menggunakan Analisis Faktor Eksploratori (EFA). Tujuan penelitian kedua adalah mengkonfirmasi butir-butir pengukuran yang dihasilkan dari FGD. Sebuah survei dengan melibatkan 174 responden dilakukan pada penelitian kedua. Analisa Faktor Konfirmatori digunakan

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untuk menganalisa data. Hasil analisa mengkonfirmasi bahwa pengembangan pengelolaan memori, system pendukung pengelolaan memori, berbagi pengetahuan, absorpso pengetahuan dan reseptivitas pengetahuan adalah dimensi-dimensi dari perilaku berorientasi pada manajemen pengetahuan di industri kreatif di Indonesia. Hasil penelitian ini memberikan kontribusi baik secara teoritis dan praktis..

INTRODUCTION

Scholars contend that knowledge management (KM) is a strategy to enhance business performance (Bueren, Schierholz, Kolbe, & Brenner, 2004; Jenny Darroch, 2005; Lee & Choi, 2003). Since business approach is shifted from resource-based to knowledge-based, physical and tangible resources are no longer considered as the main elements in creating business competitiveness (Grant, 1996). As a result, a business organization successfully exploiting the knowledge embedded in their organization and implement it in their business would have more competitiveness than the competitors (Wong & Aspinwall, 2005).

In order to implement KM, Wang, Ahmed, and Rafiq (2008) introduced the concept of Knowledge Management Orientation (KMO). KMO is about organizational behavior in implementing and organizing KM including managing the existing knowledge, sharing tacit knowledge, absorbing knowledge and being receptive to a new knowledge. KMO is conceptualized based on the knowledge-based theory of the firm proposed by Grant (1996). Yazhou and Jian (2013) contend that KMO is one of determinants in enhancing organizational performance. In addition, the performance of organization would be higher if the members of organization have high KMO behavior (Wang *et a*l., 2008). Apart of having a higher performance, an organization applying KMO would be more innovative (Wang, Hult, Ketchen, & Ahmed, 2009).

KM has a strong link with creative industries (Hotho & Champion, 2011). KM would help the creative industry practitioners to manage their knowledge. While the notion of KM has been recognized as an important concept in the area of creative industry, just few studies have explored the idea of KMO behavior (Wang *et al*., 2008, 2009). To date, no studies have been found in exploring and investigating the notion of KMO as an essential part of KM's concept in the area of creative industry.

Most studies about KM were concerned on large organizations while just few studies have been oriented into small medium enterpirses (Wong, 2005). Wong and Aspinwall (2004) argue that that knowledge management systems (KMSs) created for large companies cannot be assumed fit for small companies or SMEs especially in the area of creative industry. In addition, previous studies about KM or KMS are mostly conducted in the context of North American area (Wang *et al*., 2008, 2009; Yazhou & Jian, 2013). Business and organizational culture between western and eastern are different (Lok & Crawford, 2003). Not all theories developed in western might be applied in eastern culture. Hence, this study aims to revisit the dimensions and structure of KMO behavior in the perspective of Indonesia creative industry as the proxy of eastern culture.

Upon the completion of the research objective, this study provides contribution to both academic and practical perspective. For academic perspective, this study would provide the dimensions and

structure of KMO which can be used to measure the construct of KMO. Practically, this study provides a model for business practitioners to develop the knowledge management orientation behavior for creative industries.

Literature Review

Knowledge Management

Knowledge management (KM) is the process of coordinating activities in the scope of an integrated and systematic organization including the creation, sharing, storage, and application of knowledge in order to achieve organizational goals (Mousakhani and Rouzbehani, 2014). Johnson (1998) contends that knowledge can be divided into tacit and explicit knowledge. Tacit knowledge is the information available in the database of documents, while explicit knowledge is the information in the head.

Nunes *et al.* (2004) argues that large companies applying KM in their activities torespondthe customers quickly, create new markets, develop new products, and for applying new technologies. Some research suggests that the practice of KM will affect organizational performance (Zack *et al.*, 2009), improving the performance of the supply chain (Reyes *et al.*, 2015), as well as improving cost efficiency (Oluikpe, 2012). The results of these studies support the idea Lee and Kelkar (2013), KM is the key to success for the company to gain a competitive advantage.

In the process of KM development system, executives should enhance their awareness and understanding of the organizational dynamics, collaboration, and learning company before they are applying KM. The implementation of KM will be successful if the company implementing is opened and accomodate sharing. Johnson (1998) proposed a KM development system that makes everyone in the company is a knowledge manager who is responsible for sharing knowledge that is used to provide benefits to the company. The value of investments in KM will only be recognized when organizations reach high capability performance of KM (Zack *et al.,* 2009).

While, KM practices have been recognized to have a positive impact for the companies applied, there are still many constraints that are primarily related to internal factors such as the lack of interest of employees, inefficient communication, lack of a cultural knowledge sharing, lack of competence of employees, and lack of incentives (Oliva, 2014). In addition, Nunes *et al.* (2004) showed that the application of KM in SMEs was less successful due to the lack of KM formal apprach as well as the lack of using available information technology.

Knowledge Management Orientation

In applying knowledge management systems (KMs), a business organization cannot be separated to the behaviour of knowledge management orientation. Wang *et al.* (2008) claim that behaviors of organized and systematic KM implementation are needed to make a business organization efficient and effective in applying KM. This behaviour is called as knowledge management orientation (KMO).

Initial study explained that KMO refers to collect knowledge about customers and competitors and share the acquired knowledge into the functional areas within the organization (Darroch & McNaughton, 2003). Wang *et al.* (2008) suggest that there is a need to determine the more robust measures of KM to capture the systematic KM implementation. The recent studies about KMO shows that there are four dimensions involved to measure KMO namely organizing memory, knowledge sharing, knowledge absoprtion and knowledge receptivity (Wang *et al.*, 2008, 2009; Yazhou & Jian, 2013).

The study of Wang *et al.* (2008) using second-order confirmatory factor analysis (CFA) technique confirmed that these four dimensions (i.e. organizing memory, knowledge sharing, knowledge absorption and knowledge receptiviy)

are the dimensions of KMO. This study was validated by Wang *et al.* (2009) and, Yazhou & Jian (2013) who also found that these four dimensions are the dimensions of KMO. Although these dimensions confirmed that organizing memory, knowledge sharing, knowledge absorption and knowledge receptivity are the dimensions of KMO, these studies were conducted in the the big organizations.

METHODS

This study aims to explore the dimensions of KMO in the perpective of creative industry in Indonesia. To answer this research objective two consequtive studies were conducted. The methods for the first and second study are discussed further in the following section.

The first study was done to generate and develop both items and dimensions of KMO. Following scale development procedures proposed by Churchill Jr (1979), two registered focus group discussion (FGD) were conducted. Each session consists of 8 participants. These 8 participants were the business owner in the area of creative industry. The FGD was run for 60 – 75 minutes per session where each session was led by a moderator and was helped by a note taker. Upon the completion of FGDs, items generated were discussed with a panel consist of two academicians and two creative industry practitioners. The further step was doing an exploratory factor analysis (EFA). In collecting data for EFA, this study distributed questionnaires to 200 respondents.

The second study aims to confirm dimensions formed based on EFA. A total of 200 self-administered questionnaires were distributed into the potential respondents. Data was analyzed by using second-order confirmatory factor analysis.

RESULTS AND DISCUSSION

This section would discuss the results of the data analysis for the first and second study.

Table 1. Demographic Data for First Study

Demographic	Variables	Percentage
Age	<21	1,75
	21 - 30	52.04
	31 - 40	40.93
	41 - 50	5.25
Gender	Male	50.87
	Female	49.12
Education	High school	10.52
	Diploma	11.69
	Undergraduate	56.72
	Postgraduate	21.05
	Doctoral	NA
Number of Employees	<10	73.09
	11 - 20	11.11
	> 20	15.78
Duration of doing business	less than 1 year	19.88
	1 - 5 years	60.23
	6 - 10 years	18
	>10 years	1.75

Study 1: Items and Dimensions Development

Based on the result of two series of FGDs, this study generated 30 initial items. Moreover, these items were discussed with a panel consist of two academicians and two creative industry practitioners. The discussion suggested to deleting nine items since these items were not relevant with the general idea of creative industry in Indonesia. Hence, just 21 items were preceded into the next steps.

The further step was doing an exploratory factor analysis (EFA). In collecting data for EFA, this study distributed questionnaires into 200 respondents between July and October 2015. One hundred and eighty three questionnaires were returned, however, because on some questionnaires have incomplete answers, only one hundred and seventy one questionnaires were usable for the study yielded 85.5 % response rate.

The result of EFA indicates that the value of KMO and Bartlett's test was 0.817. Since this value higher than the cut-off value of 0,500 the EFA can be conducted further. Based on this analysis, five factors were extracted. All factor loadings were higher than 0,5 and the model explained 57,132% of the variance. Upon the discussion with panel of expert consist of academician and creative industry practitioners, these five dimensions were named knowledge receptivity (Factor 1), knowledge absorption (Factor 2), organizing memory system (Factor 3), organizing memory development (Factor 4) and knowledge sharing (Factor 5). The next section would discuss about the process of scales refinement. Table 2 shows the result of EFA.

Table 2. Result of EPA

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Q13	.639				
Q14	.608				
Q18	.652				
Q19	.523				
Q20	.586				
Q21	.574				
Q4	.628				
Q10	.682				
Q11	.729				
Q12		.702			
Q1		.636			
Q2		.632			
Q3		.613			
Q15			.822		
Q16			.801		
Q17			.658		
Q8				.702	
Q9				.597	
Q5				.667	
Q6					.738
Q7					.781

The EFA result shows that Knowledge Receptivity (KR) has nine items (Q4, Q10, Q11, Q13, Q14, Q18, Q19, Q20 and Q21) with Eigen value 5.767. This factor explains 27.464% of variations. The result of FGD indicates that Knowledge Receptivity is about how an organization facilitates the internalizing of a new knowledge.

The second factor named Knowledge Absorption (KA). It has four items (Q1, Q2, Q3 and Q12) with Eigen Value and percentage of variation are 1.888 and 8.993 respectively. In accordance to Wang *et al.* (2008), for this study, knowledge abosorption reflects the ability of an organization to recognize the value of new knowledges, take it up into the organization and apply it into their business.

While previous studies found that there is only a construct about organizing memory (Wang *et al.*, 2008, 2009; Yazhou & Jian, 2013) this study shows that organizing memory is separated into two different constructs named Organizing Memory Support System (OMS) and Organizing Memory Development (OMD).Organizing Memory Support System is about the support system infrastucture provided by an organization to facilitate mechanism to capture, store and distribute the knowledge owned into all members of organization. This factor has three items (Q15, Q16 and Q17) where it explains 8.483% of variance. The Eigen Value for this factor is 1,781. The fourth factor formed in this study named Organizing Memory Development (OMD). It is about the effor of organization to develop their mechanism to organize the knowledge they have. This factor consists of three items (Q5, Q8 and Q9). The Eigen value for this factor is 1.397 and it explains 6.653% of variance.

The last factor extracted in this study is named Knowledge Sharing. The invention of this construct in the perspective of Indonesia creative industry is similar to the Wang *et al.* (2008) contention that also proposed Knowledge Sharing as the dimension of KMO. For this study, knowledge sharing is about the transfer of knowledge, technology, idea or skills among the members of organization and between organizational sub-units. This factor has two items (Q6 and Q7) with Eigen value 1.163. Around 6% of variance was explained by this factor. Table 3 summarizes the factors formed in this study.

Study 2 : Items and Dimensions Refinement

A total of 200 self-administered questionnaires were distributed into the participants for the second study whereas 174 might be used for this study yielded 87% response rate. The followings are demographic profile emerged from the sample: 93.42% respondents are aged between 21 and 40 years old, around 54% are male, 56.58% have a minimum an undergraduate degree, 73.33% have employees between 1 and 10 people, and 52% have run the business between 1 and 5 years. Table 4. shows the demographic of respondents.

To refine the scales, this study employs Structural Equation Modeling (SEM) with maximum likelihood method. In analyzing the data, a confirmatory factor analysis was conducted to examine whether the manifest measurement items used in this study reflected the latent constructs. To test the

Table 3. Summary of KMO's Factors in Indonesia Creative Industry

Factor	Number of items	Eigen Value	Percentage of Variation
Knowledge Receptivity	9	5.767	27.464%
Knowledge Absorption	4	1.888	8.993
Organizing Memory Support System	3	1.781	8.483
Organizing Memory Development	3	1.397	6.653%
Knowledge Sharing	2	1.163	5.539%

Table 4. Demographic of Respondents for Second Study

Demographic	Variables	Percentage
Age	<21	1.32
	21 - 30	47.37
	31 - 40	46.05
	41 - 50	5.26
Gender	Male	53.95
	Female	46.05
Education	High school	14.47
	Diploma	7.89
	Undergraduate	56.58
	Postgraduate	17.11
	Doctoral	3.95
Number of Employees	<10	73.33
	11 - 20	16
	> 20	10.67
Length of doing business	less than 1 year	17.33
	1 - 5 years	52
	6 - 10 years	21.33
	>10 years	9.33

goodness of fit of the model, this study used three fit indices. They are absolute fit indexes (Goodness of Fit/GFI), incremental fit indexes (Normed Fit Indexes/NFI and Comparative Fit Index/CFI and parsimonious fit indexes (Normed Square/ χ^2/df and Parsimony Goodness-of-fit Index/PGFI). The cut-off value for GFI,NFI and CFI is above 0.9, χ^2/df less than 5.0, and PGFI more than 0.5. These cut-off value indicate that the model is fit (Kline, 2005).

In the CFA analysis, all constructs involved were assumed to covary each other as suggested by Kline (2005). The results of CFA from the measurements model indicate the goodness of fit indexes specified a poor model (GFI = 0.861; NFI = 0.746; CFI = 0.873; χ^2/df = 1.695 and PGFI = 0.667).

Since the initial model shows a poor level of goodness of fit indexes, there is a need to do model modifications. The model modifications were conducted by excluding item KR_8, KR_9, KA_1, OMS_3 and OMD_3 from the model and draw covariance between e6 and e7. These modifications result an acceptable model (GFI = 0.906; NFI = 0.825; CFI = 0.923; χ^2/df = 1.604 and PGFI = 0.626).

Apart of examining the goodness of fit model, composite reliability and factor loadings were also examined by this study. The evaluation shows that the composite reliability of all constructs were above the cut-off level of 0.60 and all constructs also satisfied the minimum variance extracted value of 0.50 (Bagozzi & Yi, 1988). These results mean the variance due to measurement error was less than the variance captured by the construct. Thus, the constructs were considered as reliable and satisfied the internal consistency requirement.

To confirm that there is no convergent validity problem, the score of factor loading is assessed. Ho and Lin, (2010) suggest that to be free with

convergent validity problem, the constructs are used should have factor loading above 0.5. The results of convergent validity test indicate that all constructs have factor loading above the cut-off value. Composite reliability index was used to measure uni-dimensionality. Hair, Black, & Babin (2010) suggest that the score of composite reliability must be above 0.6. The measurement test shows that almost all constructs have composite reliability above 0.6 except Knowledge Sharing (KS) which have composite reliability 0.573. However, since this study is the initial study in generating the measurements for KMO in the context of Indonesian creative industry, this construct is considered acceptable.

Table 5 summaries factor loadings and composite reliability.

Upon the completion of measurement model, second-order confirmatory factor analysis was performed by this study. Second-order CFA was used to confirm that the five dimensions generated in this study are the components of Knowledge Management Orientation Behavior in the setting of Indonesian creative industry.

Table 5. Factor Loading Score and Composite Reliability

Code	Statement	FL	CR
KR_7	In a business that I manage, there is an organizational culture respecting the ownership of knowledge	0.573	0.811
KR_6	In a business that I manage, knowledge are respected	0.588	
KR_5	In business I manage, new ideas are evaluated periodically	0.621	
KR_4	In business I manage, new ideas are evaluated based on the benefits that will be provided no matter from whom the idea come from	0.667	
KR_3	In business I manage, new ideas were evaluated in a fair	0.66	
KR_2	We do not hesitate to share the new knowledge	0.601	
KR_1	The culture of our company receives the debate to stimulate discussion	0.605	
KA_4	Through sharing knowledge, we often get new ideas that can be used to develop our business	0.728	0.698
KA_3	We are using information technology to access new knowledge associated with competition and market changes	0.636	
KA_2	We often use the knowledge both gained from past experience and external source	0.612	
OMS_2	We have adequate systems for storing knowledge	0.79	0.769
OMS_1	We have a good system to get knowledge	0.792	
OMD_2	Employees are encouraged to use the knowledge stored in the system of our company	0.768	0.650
OMD_1	We're constantly improving the system of information storage	0.617	
KS_2	Face to face communication is often conducted to share knowledge in our company	0.775	0.573
KS_1	We often share knowledge with people outside our organization	0.738	

KR: Knowledge Receptivity; KA: Knowledge Absorption; OMS: Organizing Memory System; OMD: Organizing Memory Development; KS: Knowledge Sharing

Table 6. Second-order Factor Loading

No	Dimensions	Factor Loading
1	Knowledge Receptivity	0.86 (p<0.05)
2	Knowledge Sharing	0.63 (p<0.05)
3	Organizing Memory Development	0.67 (p<0.05)
4	Organizing Memory System	0.38 (p<0.05)
5	Knowledge Absorption	0.77 (p<0.05)

The results of goodness of fit indexes indicate that the model is fit (GFI = 0.901; NFI = 0.815; CFI = 0.919; χ^2/df = 1.607 and PGFI = 0.656). In addition, the second-order CFA shows that the five dimensions generated through the exploratory study are the dimensions of KMO. Among these five dimensions, knowledge receptivity is found to be the dimension having the highest second-order factor loading (β = 0.86; p < 0.05) compare to other dimensions. Table 6 summarizes the second-order factor loadings for all dimensions.

This study aims to explore the dimensions of Knowledge Management Orientation (KMO) in the perspective of Indonesian creative industry. Theoretically, KMO is an attitude of organizational member oriented to the administration of the owned knowledge from an organization (Wang *et al.*, 2008). A study conducted by Wang *et al.* (2008) found that there are four dimensions of KMO named Organizing Memory, Knowledge Sharing, Knowledge Absorption and Knowledge Receptivity.While the previous studies indicated that KMO has four dimensions (Wang *et al.*, 2008, 2009; Yazhou & Jian, 2013), those studies were not specifically conducted in creative industry sector. As an industry requiring knowledge to develop its business, creative industry needs to understand the dimensions of an attitude oriented to administer the knowledge. Thus, this study explores KMO's dimensions relevant to Indonesian creative industry.

In the initial stage, this study conducted three focus group discussions. These FGDs generated 30 statements related to KMO attitude. These statements were analyzed further through exploratory factor analysis (EFA) and resulting five factors name knowledge receptivity, knowledge absorption, organizing memory support system, organizing memory development and knowledge sharing. This finding was different from the study of Wang *et al.* (2008) stated that there were four dimensions of KMO.

Wang *et al.* (2008) in their study showed that organizing memory was the only dimension linked to how an organization stores the knowledge and experience owned by the organization. However, it contradicts with the finding of this study that divides organizing memory into two dimensions called support system and development. In the context of strategic management, knowledge management cannot be separated from management information system since it makes the organization gains accurate information and make a scientific decision (Alyoubi, 2015). Moreno and Cavazotte (2015)contended that information system would allow an organization to obtain, share and leverage the knowledge to gain the destined business goal. Hence, it is obvious that in organizing the memory, KMO cannot be separated from management information system's elements such as development and the system

MANAGERIAL IMPLICATIONS

This study provides some managerial implications. First of all, the finding indicates that there is a need for the business owners or top management of creative business to organize the knowledge they

got. In organizing the knowledge, owners and top management must prepare the appropriate system. This system would help the business to manage the information and knowledge owned. By having a good system in organizing and managing the information, business organizations would be easily retrieve the information needed. In addition, the KMO behaviour requires business organization to develop the system used to organize the knowledge and information. The system improvement is needed since information and knowledge in the perspective of creative industry changes rapidly. Hence, by having a well-developed organizing memory system, business organization would be able to manage the information properly. The third managerial implication is about the need of business creative to absorp and disseminate new information and knowledges. Joining into a community or forum would make business organizations easier in gathering and sharing the new knowledges and information to both internal and external parties. The last implication is about the openess of business creative toward new knowledges. The business creative managers should facilitate idea generation. New information must be evaluated fairly regardless the source of information.

LIMITATIONS

Although this study provides a contribution to the body of knowledge management study, it has several limitations that need to be acknowledged. The first limitation relates to the self-administered questionnaires used in the data collection for the second study. The lack of researcher control in a such situation might lead into respondents misintepretation toward the questions given. In addition, there is a possibility to have a social response bias since respondents may sometimes provide expected answers. The third limitation is about the research area. Since this study surveyed creative industry in Malang city, East-Java Province, the results do not reflect the whole KMO behaviour of creative industry in Indonesia.

Several direction for future research can be suggested based on the findings of this study. First and foremost, the future research can replicate this study to explore KMO behaviour in other types of industry since each industry has different characteristics. Second, future research might investigate the consequence of KMO behaviour such as its effect on innovation, market orientation and performance. ■

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