



## The Effect of Knowledge Sharing and Transfer of Training on The Performance of Employees

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Received 29 Jan. 2017; Accepted 22 Feb. 2017 © The author(s) 2017. Published with open access at [www.questjournals.org](http://www.questjournals.org)

**ABSTRACT:** This study aims to determine the effect of knowledge sharing and transfer of training on employee performance Balai Wilayah Sungai Sulawesi IV Southeast Sulawesi Province. This study uses a quantitative approach, the study subjects were overall employee of Balai Wilayah Sungai Sulawesi IV who have been trained in the amount of 80 respondents. The data used is primary data that is through the deployment of questionnaires, which are then analyzed using statistical methods namely multiple linear regression analysis. Based on the results found that the knowledge sharing and transfer of training together have a positive significant effect on employee performance improvement. This means that any increase in by the employees either through knowledge sharing or transfer of training it will impact on employee performance improvement Balai Wilayah Sungai Sulawesi IV Southeast Sulawesi Province.

**Keywords:** Knowledge Sharing, Transfer of Training and Employee Performance.

### I. INTRODUCTION

When this has been a shift in human civilization, in which human civilization has been in five waves of change that era gatherers, agricultural era, industrial era, the era and the era of knowledge services (Toffler, 1980 in Hartanto, 2008: 6). Gatherer era is the era in which society works based on the orientation ends meet solely through what nature has to offer Indonesia's then exploited, without any further management. Era farming is an age where the business activities carried on people especially shown to meet the basic physical needs (basic physical needs), in this era of resources is needed most is resource-producing energy, while potential human is most needed to run the production activities are energy and capacity the physical man.

Unlike the case with the industrial era is the era where people started wanting manmade items that have a variety of characteristics and abilities are able to meet their needs for peaceful, social recognition and self-esteem. In the industrial era human skills systematically integrated with production machines that make up a human-machine systems. As with the era in which the services in this age people not only want quality products and meet the aesthetic and functional requirements, but also want fast service, precise, definite and secure, safe, comfortable, convenient, and friendly. In this era of human services and the central leading role in building corporate excellence.

Last is the era of knowledge is an era where the dominant factor of the human labor required to manage the system is used and the quality of mind that is internalized at every production process that ultimately embodied in the product or service is produced. In this knowledge era, knowledge becomes a major capital companies due to increasingly sophisticated armed with the knowledge that they can create high value for customers.

The ability of the organization to compete in the era of knowledge is determined by the level of quality of mind that is made explicit in the products or services or in the production process. The quality of mind is meant here, can be in the form of creativity or innovation or explicit knowledge and skills in practice. A skill in work is one indication that shows that the employee has a good quality of mind, so that it can contribute to the achievement of employee performance as well.

In order to improve the quality of the thinking of workers or employees in an organization, public or business it is necessary to training (training) and employee development. The training is the same as employee development is the process of improving the technical and occupational skills oriented managerial skills in theory and practice in work, further concerned after training, then increase the motivation of his being able to carry out the work (Armstrong, 1998: 217). The training is required by employees or organizations because the

training is very useful and great to be useful in supporting the work and objectives of the organization. This agrees with the views Ronald (2000: 348) states that, training is an investment directly or indirectly from the organization as the sender of the participants and is very useful for the participants themselves and their work unit (organization).

The presence of trained personnel, then the organization has the human resources that have competencies that qualified to be implemented in the work environment so as to contribute to improving personal performance and the performance of organizations towards the better, because it is also necessary to support the internal environment of the organization and culture work to motivate employees who are trained to be able to channel their skills (transfer of training) in their work environment so that the knowledge and skills possessed can provide learning co-workers and will ultimately have an impact on improving employee performance and organizational performance. It has been proved by Rusdiana (2010) and Sabilla (2014) that, transfer of training has a positive and significant influence on employee performance and further stated that the training had been held capable of changing behavior, so that the performance level increases.

As mentioned in the foregoing description that, the transfer of training is a picture of the extent of the trainees who have been taught to apply the knowledge, skills and attitudes acquired in training their work (Ford and Weissbein, 1997). Knowledge, skills and attitudes that have been possessed by employees during the training, the course is expected to be distributed into the work environment to be beneficial for the organization, therefore, one of the activities that should be done by employees who already have knowledge and skills that are doing the sharing of knowledge ( knowledge sharing) to fellow employees in the environment of the organization to the knowledge they have kept up to date for organizational development and organizational learning as well as a material in order to improve its performance.

Sharing knowledge (knowledge sharing) is an exchange of knowledge between two individuals, one person communicating knowledge, while the other was to assimilate knowledge (Jacobson, 2006). Sharing knowledge is an effort to share information and knowledge to co-workers in order to improve the quality of thoughts, ideas, or suggestions in accordance with the instructions of individual experience (West and Mayer, 1997). According Syeiby (2001) that knowledge sharing can improve employee performance, and further said that the flow of knowledge of employees in the environment outside the organization can build the reputation of the organization. This means that by conducting activities to share knowledge with fellow members of the organization will contribute to the organization's internal work environment, while externally also has strategic impact in enhancing the reputation of the organization in general.

The relationship between knowledge sharing with the performance has been observed by some previous investigators and researchers have proven that, knowledge sharing correlated with the performance, as stated by Matzler (2008) that knowledge sharing in the organization will contribute to the performance mainly on improving the quality of service and also to develop skills and competencies, increase the value to the organization, and maintaining its competitiveness. Further stated Month and Census (2012) that knowledge sharing is effective among the academic staff to improve performance, while Akram and Bokhari (2011) states sharing knowledge is positively related to the performance of individual and organizational success in improving the performance can be affected by the ability of employees to knowledge sharing (Wijayanti and Andrawahwina, 2011). This means that the employee's performance can be improved by increasing skills and knowledge in accordance with the demands of the job.

The performance of employees within the organization seems not many show their useful effect, although many employees who have made career development through training and development of knowledge. This happens because of the lack of awareness among employees who have done career development to transfer the results of the training they received and not the establishment of a habit for different knowledge to coworkers so the impact on the achievement of employee performance becomes low, and ultimately contribute to the achievement of organizational goals into low anyway so the organization does not have a competitive advantage.

To improve and enhance the performance of employees it needs an effort to build an atmosphere to share skills and knowledge of members of the organization or an employee, especially for employees who have attended training and personal development. This means that, employees who already have the skills and knowledge necessary to distribute the skills and knowledge they have and given to fellow workers that the ability of all members of the organization for the better. With increasing job skills and knowledge possessed by the employees can certainly improve work processes for the better, so that employee performance can be improved. This also impacts on the achievement of overall organizational objectives, and can enhance the competitive advantage of the organization based on employee competency that comes from knowledge sharing and transfer of training.

Activity knowledge sharing and transfer of training and must have been carried out in several organizations that already have programs of human resources development including the environment of Central Sulawesi River Region IV. Southeast Sulawesi province, but these activities deemed not to be done effectively

due to various constraints faced by the organization concerned. Based on field observations that, activities of knowledge sharing and transfer of training has not been effective in contributing to the improved performance because most employees were sent for training bintek not correspond to fields of competence and incompatibility with the work environment, in addition to most of these employees lack the ability or motivation in doing the sharing of knowledge and a willingness to transfer training as well as lack of neighborhood support organizations in empowering the knowledge, skills and work attitudes in accordance with the changing demands of the organization's environment both internally and external environment.

## **II. THEORETICAL**

### **1. The Employee Performance**

Words intended performance is the result of execution of a job, both physical and non-physical (Nawawi, 2005: 234). According Simamora (2004: 339), performance (performance) refers to the level of achievement of the tasks that make up an employee's job. Performance reflects how well the employee meets the requirements of a job.

Furthermore, the notion of performance or achievement of work is defined by Maier in As'ad (1991: 47) as a person's success in carrying out a job, while Lawler & Poter stated that the performance was " Successful role achievement " that gain from his actions (As 'ad, 1991: 46-47). The restrictions proposed by As'ad that the performance result is achieved according to the size of a person that applies for the job in question.

According to Vroom in As'ad (1991: 48) the degree to which a person's success in completing the work called "level of performance". Usually people who level of performance is high is referred to as a productive person and whereas those who do not reach the standard level is said to be unproductive or performance are low.

Given that the reason for the existence of an organization it is to achieve certain objectives that have been defined previously, then the information about the organization's performance is a very important thing. Information about the organization's performance is used to evaluate whether the work process by the organization so far has been in line with the expected goals or not, but in reality many organizations that are less or even not rarely anyone has information about the performance of his organization as expressed by Bryson (1995: 91) that:

*“Organization also typically can say little, if anything about their outputs, either historical or present let alone about the effect hose outputs have on client, customers or prayers. For example, social welfare agencies’ can say a lot about their budgets, staff, physical facilities and so on, but usually they can say very little about the effects they have on their clients”.*

To assess the performance of the organization is of course the indicators or criteria-criteria to measure it clearly. Without clear indicators and criteria, there would be no way that can be used to determine which are relatively more effective among: alternative allocation of different resources; Alternative designs of different organizations and among the options the distribution of tasks and a different authority (Bryson, 1995: 95). Now the problem is what criteria are used to assess the performance of the organization.

## **III. KNOWLEDGE SHARING**

The Knowledge sharing (sharing knowledge) is a method of sharing knowledge, techniques, experience and ideas they have to other members. Subagyo (2007) knowledge sharing (sharing knowledge) is one method or one step in knowledge management is used to provide opportunities for members of a group, organization, institution or company to share knowledge, techniques, experience and ideas they have to other members. Sharing knowledge can only be done if each member had ample opportunity to express opinions, ideas, criticisms and comments to other members.

The Knowledge sharing (sharing knowledge) can grow and develop if it finds a suitable condition, while the condition is determined by three key factors, namely people, organization and technology (Subagyo, 2007) in Firmaiansyah (2014: 129). Sharing knowledge is considered as a relationship or social interaction between individuals, whereas organizational problems have a major impact on knowledge sharing and technology (information and personal communication) is the facilitator (Subagyo, 2007) in Firmaiansyah (2014: 129). Sharing knowledge involves the transfer of knowledge from one specific to other contexts.

Knowledge sharing can occur between individuals and between the organization team (Glassop, 2002) in Bastian (2015). Knowledge sharing is a process by which individuals collectively and interactively fix a thought, idea or suggestion in accordance with the instructions of individual experience (West and Mayer, 1997).

Further forward by Ireland et. al (2002) defined as the process of developing a knowledge sharing, transfer, integrate and use knowledge effectively and efficiently. Hoof and Ridder (2004) provides an understanding of knowledge sharing as a process where individuals mutually exchange their knowledge (both

knowledge and eventually be integrated to create new knowledge. So in this case can be concluded that knowledge sharing is a process of knowledge sharing good between individuals, and organizations to create common goals for organizations that want to use their knowledge assets to achieve competitive advantage.

Knowledge sharing can be tacit and explicit knowledge. Tacit knowledge is still hidden are still not shared with others obtained from sense making, experience and so forth. As for the explicit knowledge is knowledge that such knowledge has been shared, communicated and known by others.

Hoof and Van Weeman (2004) define knowledge sharing as the activities of individuals exchanging personal intellectual capital. Hooff and Ridder (2004) define knowledge sharing as a process where individuals exchanging their knowledge. Sharing knowledge is an activity through knowledge exchanged between people, friends, family or a community or an organization. Organizations have recognized that knowledge is an intangible asset that is valuable for creating and sustaining a competitive advantage.

#### IV.     **TRANFER OF TRAINING**

The end goal of any training program is that learning occurs during the training transferred back into work. Transfer training (transfer of training) is against the level of knowledge, skills, abilities or other characteristics that are studied in the training can be used / applied in the work.

Because training is often the case in a special environment, an important question that needs to be answered is whether the study will transfer to the job situation actual. Transfer training takes place at the time the participants can apply the skills and knowledge received in training into their jobs. If the learning that occurs within a background is not transferred to the actual work situation, then training can be said to fail (Simamora, 2001: 381).

There are three possible situations transfer training (1) the transfer of positive training, during training activities to improve performance in the new situation, (2) transfer of training negatively, when training activities prop performance in new situations and (3) no impact training that can be observed. Conditions that cause results to positive, negative or no transfer will depend on the similarity of stimulus and response in the training and employment situations. As described in Figure 1.1, there are four possible situations:

Environments Stimulus	Learned response		
	Similar	Similar	Different
		Positive Transfer Large +	Negative Transfer Large -
Different	Transfer Positive small +	No Transfer o	

Simamora (2001 : 382)

**Figure 1.1** Predicting Transfer Training

The various factors affect the transfer of training, including factors related to the design of the training and how presentation, factors relating to the planning of training and how presentation, factors relating to the participants and if the new knowledge is important to them and factor Factors related to the duties and whether the environment is conducive to behavior change.

The attitudes of the trainees can also affect the transfer of training. According Simamora (2001: 383) that the transfer will be higher when the participants: (1) are confident in using the skills they had just learned, (2) be aware of situations in workplaces where demonstrations of new skills is right, (3 ) felt that their performance would climb if they use new skills and (4) believe that the knowledge and skills that are emphasized in the training program is beneficial in solving problems related to their work.

#### V.     **RESEARCH METHOD**

##### **1. Data and Method of Analysis**

This study uses a quantitative approach, the study subjects were overall employee Center for Balai River Region IV Sulawesi Southeast Sulawesi Province who have been trained in the amount of 80 respondents. The data used is primary data that is through the deployment of questionnaires, which are then analyzed using statistical methods namely multiple linear regression analysis. This analysis will estimate all the independent variables (X), so as to determine its effect on related variables (Y) with the formulation as follows:

$$Y = b_0 + b_1x_1 + b_2X_2 + e +$$

Where :

- Y       : Employee Performance
- X1     : Knowledge Sharing
- X2     : Transfer of Training

b0 : Numbers constant  
 b1b2 : regression coefficient  
 e : Factor Error / Error

Provided that if the test results  $F_{sig} < \alpha$  of 0.05, the independent variables have a significant influence simultaneously the dependent variable, otherwise if  $F_{sig} > \alpha$  0.05, a free variable has no significant effect on the dependent variable. To test the effect of partially free variable, can be used t test. If  $t_{sig} < \alpha$  of 0.05, the independent variables have a significant effect on the dependent variable, and vice versa if  $t > \alpha$  of 0.05, the independent variables were not significant effect on the dependent variable.

## VI. OPERATIONAL DEFINITION

This research has developed three concepts that will be studied to do, namely the concept of knowledge sharing (sharing knowledge) and the transfer of training (transfer of training) as well as the performance of employees. Thirdly the concept has been used as a variable in this study, where the variable knowledge sharing by initials as variables X1 and transfer of training as a latent variable exogenous (independent variable) is in initialized as X2 and employee performance used as a latent variable endogenous (dependent) which in initialized as a variable Y.

To avoid any misunderstanding about the variables that were examined in this study it is necessary both operationally defined variables knowledge sharing (X1) and the transfer of training (X2) and as well as employee performance variable (Y) as follows:

- a. Knowledge sharing (X1) is a person's ability employee who had the knowledge to do the sharing of knowledge that contribute knowledge and at the same time be able to gather new knowledge so as to enrich the knowledge to be applied in their work environment, namely in Balai River Region IV Sulawesi Southeast Sulawesi Province. According Shaari (2014) knowledge sharing formed by donating dimension of knowledge (knowledge Donating) and gather knowledge (knowledge collecting).
- b. Transfer of training (X2) is the ability of employees of Balai River Region IV Sulawesi Southeast Sulawesi Province who are trained and have the knowledge, skills and work ethic to be applied in the work environment and can simultaneously share to fellow coworkers. Transfer of Training in this study was measured by transfer motivation, support the leader and co-workers as well as infrastructure support (Baldwin and Ford (1988) and Tzinier et al. (2007)).
- c. Employee Performance (Y) is the results of work that can be obtained employee Balai River Region IV Sulawesi Southeast Sulawesi Province in the works include job performance, job skills and work behavior and leadership. Job performance is a result that has been achieved by the employee in performing the duties and responsibilities that have been charged in their work environment. Expertise is the result of proficiency that has been achieved by the employee as a result of experience for doing the work assigned to him. Work behavior is an act of good work as a result of having done the job effectively and efficiently. Leadership is the ability of employees in addressing all of the activities that have the duty and responsibility for the work.

## VII. RESULTS AND DISCUSSION

### a. Analysis Results

As mentioned in the previous discussion that in order to determine the influence of knowledge sharing and transfer of training on employee performance River Region IV Hall of Southeast Sulawesi province, then analyzed with statistical methods. Equipment statistical analysis used in this research is multiple linear regression analysis, then the data used in this analysis is the data knowledge sharing as measured by indicators of developing knowledge and accumulate knowledge, transfer of training as measured by indicators of motivation to transfer, leadership support, peer support employment and infrastructure, as well as employee performance data measured by indicators of performance, workplace behavior and leadership skills. All the data used is the data collected from respondents questioner statement.

In this study, which is an independent variable is knowledge sharing (X1) and the transfer of training (X2), while the dependent variable that employee performance (Y). Further processing of data using SPSS 11.5 statistical software, then analyzed in conformity with the parameters that have been determined in this study.

For more details, output data processing and statistical analysis can be seen in the following table:

**Table 1.1** Multiple Linear Regression Estimation Results  
 Influence Knowledge Sharing and Transfer of Training Against Employee Performance  
 (At  $\alpha = 0.05$ )

Model	Unstandardized	T	Sig.	R	R <sup>2</sup>	F	Sig
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	Coefficients							
	B	Std. Error						
(constant)	1.714	.182	9.431	.000				
X <sub>1</sub>	.313	.076	4.101	.000	.824 <sub>a</sub>	.678	81.237	.000 <sub>a</sub>
X <sub>2</sub>	.284	.082	3.458	.001				

Data Source: Processed SPSS 11.5

Based on estimates of the table by using SPSS 11.5 coefficient values obtained as follows:

$$Y = 1.714 + 0.313 X_1 + 0.284 X_2$$

**The regression results indicate that the coefficient of the independent variable contains the following meanings:**

- Coefficient b<sub>1</sub> = 0.313. Because of this coefficient has a positive sign means that if the variable knowledge sharing to increase, it will increase the performance of the employees of Central River Region IV Sulawesi Southeast Sulawesi Province.
- Coefficient b<sub>2</sub> = 0.284, meaning that because of this coefficient has a positive sign means that if the variable transfer of training has increased or improved, it will encourage or improve the performance of employees in Central River Region IV Sulawesi Southeast Sulawesi Province.

In order to know the value of coefficient of determination, based on the estimates in the table, it can be seen that the coefficient of determination (R<sup>2</sup>) that is equal to 0.678, or approximately 67.8%. This suggests that the variation of changes to employee performance variable (Y) described or explained by the variable knowledge sharing (X<sub>1</sub>) and the transfer of training (X<sub>2</sub>) that is equal to 67.8%, while 32.2% of the variation changes in employee performance variable (Y) is explained by other variables were not yet included in the model.

#### 1. Simultaneous Test (F-test)

Based on the above table, the F value is calculated in the amount of 81.237 or with a significant level of 0,000  $F < \alpha = 0.05$ , it can be concluded that all independent variables together (simultaneously) both knowledge sharing and transfer of training effect significantly influence employee performance Balai River Region IV Sulawesi Southeast Sulawesi Province.

#### 2. Partial test (t-test)

According to the table above, obtained t count for knowledge sharing that is equal to 4.101 or with a significant level of 0,000  $t < \alpha = 0.05$ , then reject H<sub>0</sub> or H<sub>1</sub> is accepted, it may be said that the sharing of information separately significant influence on employee performance River Region IV Hall Sulawesi.

Furthermore, for the transfer of training obtained t count that is equal to 3.458 or with a significant level of 0,000  $t < \alpha = 0.05$ , then reject or accept H<sub>0</sub> H<sub>1</sub>, which means that the transfer of training a significant effect on the performance of employees Central Sulawesi River Region IV ,

### Discussion of Results

#### a. The Influence of Knowledge Sharing and Transfer of Training on Employee Performance at Balai Wilayah Sungai Sulawesi IV

Performance or performance is the result of work that can be achieved by a person or group of people within an organization. In accordance with the authority and responsibilities of each in an effort to achieve the goals of the organization in question illegally, does not violate the law and in accordance with moral or ethical, so it can be concluded that the performance is a state of implementation of the work in an institution that is based on emotional feeling one's employees. It would appear from employee attitudes toward aspects that it faces in the working environment regarding healthy adjustment includes salary, physical and psychological condition as well as between the existing law.

The organization's goals will only be achieved if supported by work units contained therein, therefore, to assess the performance of the organization is to assess the performance of the actors that are in organizational units that are inside, for example, inside government organizations, the performance of a government organization is depending on the performance of the employee and the employee's performance is one of them can be determined in many ways one of them is through their knowledge sharing and transfer of training.

As noted in the previous discussion regarding the results of the analysis of the variables of knowledge sharing and transfer of training on employee performance Balai Wilayah Sungai Sulawesi IV Southeast Sulawesi province, shows that both knowledge sharing and transfer of training based on the results indicate a significant positive effect on employee performance. This means that any increase in by the employees either

through knowledge sharing or transfer of training it will impact on employee performance improvement Balai Wilayah Sungai Sulawesi IV Southeast Sulawesi Province.

One of the most important investments for the organization is through the development of knowledge and training of employees, so that with the development of knowledge and the training can directly improve employee performance and competency and skills of each employee. Furthermore, the development of knowledge or training is also seen as a useful tool to cope with market competition and mapping of the most important organizations and over again that play a key role to improve employee performance.

Ibrahim Obaid (2014) suggested that training is the most important factor in improving performance. Further stated that in order to create a successful training transfer to the place, training programs must be relevant to the main job anyway. It is also described by Surachman Surjaatmatdja (2014) that the transfer application training can be done properly if the factors that influence characteristics that include training, design training, work environment and the learning process is also going well. Training can identify an individual's ability to receive information and have the ability to transfer what they have acquired during the training. Thus directly transfer of training which is positive impact on company performance.

According to Habibie, Muhammad Ali and Indrianty Sudirman (2010) that the mechanism of transfer of knowledge, means of support, the cultural approach, motivational factors and factors inhibiting the transfer of knowledge together have a significant effect on the performance of knowledge sharing. Knowledge transfer mechanism has a more dominant influence of other factors. As for inhibiting the transfer of training is also a negative effect on employee knowledge sharing degraded performance.

The relationship between knowledge sharing with the performance has been observed by some previous researchers, and the researchers have proven that the sharing of knowledge has no correlation with the performance, as stated by Matzler (2008) that knowledge sharing in the organization will contribute to the performance mainly on improving the quality of service and also to develop skills and competencies, increase the value to the organization, and maintaining its competitiveness. Something similar was stated also by the Moon and Sensuse (2012) found that, knowledge sharing is effective among the academic staff to improve performance, while Akram and Bokhari (2011) states sharing knowledge is positively related to the performance of individual and organizational success in improving performance can be influenced by the ability of employees to knowledge sharing (Wijayanti and Andrawina, 2011)

#### **b. Influence Knowledge Sharing on Employee Performance at Balai Wilayah Sungai Sulawesi IV**

Currently we are in a wave of change caused by the development of science and technology, so the impact on the mindset, attitudes and behavior of people in general and employees in particular. At the same time we also were in the era of knowledge. This means that in this era, where the position of a person's knowledge to determine the success or employees in particular.

The era of knowledge is an era where the dominant factor of humans needed to manage the system work is the quality of mind (knowledge content) used and internalized (explicit or explicit knowledge) at every production process that ultimately manifested (explicit) on products or services produced, The ability of the organization to compete in the era of knowledge is determined by the level of quality of mind that is made explicit in the product / service as well as on the production process. The quality of mind that is meant here, can be in the form of creativity / innovation or in the form of skills in tacit explicit knowledge (tacit knowledge) in practice.

As the result of the description in the preceding discussion shows that the analysis results are significant positive effect on the performance of knowledge sharing between employees. This means that the sharing and gathering knowledge from various sources (knowledge sharing) have a significant role in improving the performance of employees, thus meaning that any increase is from knowledge sharing relevant officers to Donating or collecting will have an impact on the improvement of employee performance itself.

The existence of a positive relationship significantly between knowledge sharing on employee performance, made possible due to have an awareness of every employee who has knowledge to share to the coworkers, both its form can be written correspondence or communication face to face via a network with a partner or document, organize and present knowledge to others.

The results also provide support for other studies, such as is described by R. Du et al (2007) who argued that a variety of knowledge has a strong effect on individual performance. So effective knowledge sharing is needed to improve individual performance, though necessary information in order to facilitate the sharing of knowledge which is considered very difficult to obtain (Dosi & Orsengjo, 1988).

Xu et al (2006) argued that knowledge is an invaluable asset for the company, in a highly competitive business environment, as now, according to Wang et al (2006) required the knowledge management function within the organization. Tsai (2001) showed that the variety and utilization of knowledge has a very important role for the performance of the organization. The same is also described by Akram and Bokhari (2011) that the sharing and utilization of knowledge in the organization is one of the most important factor in contributing to

business success. Further described also by Krogh (1998) that the benefits of sharing knowledge for organizations that really stands out is that the range of knowledge allows knowledge of innovative products and services that can be developed and the quality does not allow for duplication as well as being able to make the customer satisfied.

According to Achmad Nurofi (2013) in his research suggests that sharing of knowledge linked to the performance of both the short term and in the long term as well as having an impact on the competitiveness of the company. Further stated that the organization is able to create and share knowledge more effectively and efficiently than their competitors.

So based on this it can be argued that the knowledge sharing in terms of collecting and Donating employee influence on employee performance at Balai Wilayah Sungai Sulawesi IV, or in other words increase employee performance can be achieved if employees develop their knowledge through discussions between coworkers and sharing (sharing) of knowledge among fellow employees which have an impact on the increase in the intellectual work, increased information, the renewal of knowledge and experience of its employees and improving human capital.

### **c. The Effect of Transfer of Training Against Employee Performance at Balai Wilayah Sungai Sulawesi IV**

Training is a vehicle for building a strong HR towards globalization is challenging, because training activities can not be ignored, especially in entering an era of increasingly fierce competition, sharp and severe. Knowingly or not, the placement of employees within a field of work can not guarantee that they will automatically succeed in his work. New employees often do not know about what their roles and responsibilities. Demand for jobs and the ability of employees to be balanced through orientation and training program. Both of these activities are indispensable in the organization.

If the employee has been trained and has been proficient in his field of work, they require further development to prepare for their responsibilities in the future, with development and growth characterized by the growing diversification of labor, forms of organization and global competition continues to increase, efforts to training and development allows employees to extend the obligation and the responsibility is greater.

Based on the research that has been done related to transfer of training effect on employee performance hall Sulawesi River Region IV, it was found that there is a significant positive effect between the transfer of training on employee performance. This means that the activities of transfer of training in terms of motivation transfer, leadership support, peer support and facilities and infrastructure has a significant role in improving the performance of employees, thus meaning that any increase in transfer of training of personnel will have an impact on improving the performance of employees itself. The existence of a significant positive relationship between the transfer of training on employee performance, made possible due to have an awareness of every employee who has the skills to transfer to his co-workers.

According to Irene Nikandrou, Vassiliki Brinia and Elissavet Bereri (2009) in his research suggests that the purpose of people, have the most decisive role in how a person to transfer their training in the world of work or no transfer at all. Further stated that almost 50% of the interviews show that the majority of employees participating in the training provided is of interest to develop their own skills and knowledge. Besides other factors that have a role that is people's perception of the opportunity to apply their new skills.

Similar thing was stated also by Ibrahim Bin Zahari and Tareq Faye Obaid (2014) in his study "The Role of Key Factors of Training Transfer on Employee's Job Performance: A Review" which suggests that training is the most important factor in improving the performance, so as to create transfer training successful necessary compatibility between the place of work and training program to be held to be relevant to their main job.

The relationship between the transfer of training to performance expressed also by Surjaatmadja (2014) in his research "transfer of training in Indonesian State-Owned Enterprises to Face the Asean Economic Community 2015" that the implementation of the transfer of training can be done properly if the factors that influence the covers characteristics of training, design training, work environment and the learning process is also going well. Training can identify an individual's ability to receive information and have the ability to transfer what they have acquired during the training, so that direct transfer of training which is positive impact on company performance.

Based on this description can be stated that the transfer of training which is an application of the results of the training and knowledge received in training into jobs each employee or applied to a fellow employee, the result is an effect on employee performance Balai River Basin Sulawesi IV, or in other words increase employee performance can be achieved if the transfer of training in terms of the ability of employees to transfer the job skills possessed to fellow colleagues, aware of the moral responsibility of the training results obtained, the availability of moral support and special attention in order to transfer the results of the training and the availability of facilities and infrastructures adequate.



Further elaborated that the relationship between the transfer of training on employee performance indicates that the transfer of training which is owned by an employee is a transfer of training which is positive due to the positive impact of the increase in employment.

## VIII. CONCLUSIONS AND RECOMMENDATIONS

### Conclusion

Based on the results of research on the effect of knowledge sharing and transfer of training on employee at Balai Wilayah Sungai Sulawesi IV Southeast Sulawesi province ranked fourth, it can be a few are conclusions, as follows:

1. Knowledge sharing and transfer of training significant positive effect on employee performance Balai River Region IV Sulawesi Southeast Sulawesi province, so as to improve employee performance then simultaneously knowledge sharing and transfer of training should be improved first.
2. Knowledge sharing significant positive effect on employee performance Balai River Region IV Sulawesi Southeast Sulawesi Province. This means increased knowledge sharing that will encourage improved performance in terms of employees contribute their knowledge and gather knowledge.
3. Transfer of training significant positive effect on employee performance Balai River Region IV Sulawesi Southeast Sulawesi Province. This means that the transfer of training activities which in terms of transfer motivation, leadership support, peer support and facilities and infrastructure can improve employee performance.

### Suggestion

Based on the analysis and findings of the research, there are some suggestions that should be considered related to knowledge sharing and transfer of training on employee performance Balai River Region

#### IV Sulawesi Southeast Sulawesi Province, namely:

1. It is expected for Balai River Region IV Sulawesi Southeast Sulawesi Province to further improve knowledge sharing of the employees, particularly those related to the development of knowledge through discussion among peers and conduct sharing knowledge to fellow coworkers. So it is able to provide updates to the knowledge and capacity of intellectual and social capital of employees.
1. It is expected for Balai River Region IV Sulawesi Southeast Sulawesi Province to further increase the transfer of training of employees, particularly those related to the motivation of the employee transfer fee that is still lacking, leadership support, peer support and infrastructure. So that transfer of training of employees can be achieved which ended on improving the performance of the employees.

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