

## Driving SME Success: The Impact of Knowledge Sharing and Effective Knowledge Management

Sutrisno<sup>1\*</sup>

<sup>1</sup>*Department of Management, Universitas PGRI Semarang, Indonesia*

<sup>1</sup>*sutrisno@upgris.ac.id*

\*Corresponding Author

### Abstract

In today's globalized world and heightened business competition, SMEs play an essential role in economic growth. To thrive, they must leverage their key asset: knowledge. This study explores the impact of knowledge sharing and knowledge management on worker performance within SMEs. Drawing upon the theories of knowledge sharing, knowledge management, and individual performance, this qualitative study analyzes relevant studies to understand these relationships. The study involves the collection and synthesis of prior studies on knowledge sharing and management practices in SMEs, examining their effects on worker performance. The findings demonstrate that knowledge-sharing fosters a collaborative work culture boosts operational efficiency, promotes continuous learning, and stimulates innovation. Knowledge management, on the other hand, ensures effective organization and accessibility of critical information, thereby reducing the risk of knowledge loss. Together, these practices enhance worker performance, adaptability, and business growth, creating a dynamic environment that supports SME resilience in a competitive market.

**Keywords:** Knowledge Sharing, Knowledge Management, SMEs

## Mendorong Keberhasilan UMKM: Dampak Berbagi dan Manajemen Pengetahuan yang Efektif

### Abstrak

Dalam dunia global dan persaingan bisnis yang semakin ketat saat ini, UKM memainkan peran penting dalam pertumbuhan ekonomi. Agar dapat berkembang, mereka harus memanfaatkan aset utama mereka: pengetahuan. Penelitian ini mengeksplorasi dampak dari berbagi pengetahuan dan manajemen pengetahuan terhadap kinerja pekerja di UKM. Dipandu oleh teori-teori berbagi pengetahuan, manajemen pengetahuan, dan kinerja individu, penelitian kualitatif ini menganalisis penelitian yang relevan untuk memahami hubungan ini. Penelitian ini melibatkan pengumpulan dan sintesis penelitian sebelumnya tentang berbagi pengetahuan dan praktik manajemen di UKM, serta memeriksa pengaruhnya terhadap kinerja pekerja. Temuannya menyoroti bahwa berbagi pengetahuan menumbuhkan budaya kerja kolaboratif, meningkatkan efisiensi operasional, mendorong pembelajaran berkelanjutan, dan menstimulasi inovasi. Di sisi lain, manajemen pengetahuan memastikan organisasi yang efektif dan aksesibilitas informasi penting, sehingga mengurangi risiko kehilangan pengetahuan. Bersama-sama, praktik-praktik ini meningkatkan kinerja pekerja, kemampuan beradaptasi, dan pertumbuhan bisnis, menciptakan lingkungan yang dinamis yang mendukung ketahanan UKM di pasar yang kompetitif.

**Kata Kunci:** Berbagi Pengetahuan, Manajemen Pengetahuan, UMKM

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## INTRODUCTION

In the face of globalization and increasing business competition, the Small and Medium Enterprise (SME) sector has emerged as a vital component of numerous countries'

economies (Gherghina et al., 2020; Prasanna et al., 2019). SMEs contribute significantly not only by generating employment opportunities but also as a key source of innovation and economic expansion. In Indonesia, the SME sector remains instrumental in boosting the national gross domestic product (GDP) annually. In March 2021, the contribution of MSMEs to GDP was 61.07% or IDR 8,573.89 trillion. In fact, MSMEs contribute to 97% of total workforce employment. Indonesia has 65.5 million MSMEs, which account for 99% of all business units (Kemenko, 2023). In order to maintain competitiveness, SMEs must effectively leverage one of their most valuable assets: knowledge. This knowledge, frequently embodied within their employees, can be a crucial element in driving improvements in organizational performance.

To capitalize on this resource effectively, SMEs are increasingly adopting Knowledge-sharing and Knowledge Management practices within their organizations. Knowledge Sharing involves the intentional exchange of insights, skills, and information among employees, fostering mutual understanding, creativity, and efficiency across the organization (Ipe, 2003; Z. Wang, 2023). For businesses in dynamic industries, managing this knowledge-sharing process is essential to sustain performance and growth (Koentjoro & Gunawan, 2020). When employees share knowledge internally, they collectively benefit from each other's expertise, thus enhancing the organization's overall capacity (Mohajan, 2019). The internal knowledge-sharing process is determined by four key elements: the inherent nature of knowledge, motivation, opportunities for sharing, and the workplace culture. First, knowledge characteristics, particularly its tacit or explicit nature, determine the ease with which it can be shared among individuals. Second, motivation is critical, as both intrinsic and extrinsic incentives can influence employees' willingness to share what they know. Third, opportunities for sharing, including formal mechanisms such as meetings and informal settings such as social gatherings, provide essential avenues for knowledge exchange. Lastly, the workplace culture significantly impacts sharing behaviors; a culture that values collaboration, trust, and open communication fosters a more robust knowledge-sharing process. Together, these elements create a framework within which knowledge flows, contributing to a collaborative and well-informed workplace.

Alongside Knowledge Sharing, Knowledge Management (KM) is a broader, strategic practice encompassing the identification, collection, organization, dissemination, and application of knowledge within an organization (McInerney & Koenig, 2011). The primary objective of Knowledge Management is to optimize the utilization of organizational knowledge, encompassing both individual and collective forms, to drive performance, foster innovation, and enhance adaptability (Idrees et al., 2023). The field of knowledge management encompasses diverse knowledge types, including explicit knowledge, readily documented in text or data, and tacit knowledge, embedded in personal experience and insights. KM practices involve diverse activities such as establishing knowledge repositories, promoting continuous learning opportunities, enabling cross-departmental collaboration, and employing information technology tools to facilitate knowledge access and distribution within the organization (V Nair & Munusami, 2020).

The synergy between knowledge-sharing practices, knowledge-management strategies, and employee performance is well-documented in studies. Employees within SMEs possess varied and valuable knowledge that can inspire innovation and enable a deeper understanding of challenges and opportunities within the sector. Active engagement in knowledge-sharing practices facilitates employee exposure to diverse experiences, thereby cultivating a work environment characterized by continuous learning and knowledge transfer (Helmy et al., 2020). This collaboration enhances worker performance as they gain insights that support problem-solving, improve decision-making, and enhance efficiency. Concurrently, Knowledge Management serves as a foundational practice that enables SMEs to structure and maintain knowledge assets, making them accessible to employees when needed. Adopting KM practices allows SMEs to develop infrastructure that facilitates effective KM (Wang & Yang, 2016). This includes creating databases, documenting procedures, employing technology, and providing employee training. Accessible knowledge strengthens employee performance by equipping them with relevant organizational insights (Muthuveloo et al., 2017). Additionally, KM can effectively reduce the risk of knowledge loss associated with employee turnover. Employee performance in SMEs is fundamentally dependent upon the effective utilization of available knowledge in daily operations (Dewani & Abadi, 2024). KM and knowledge-sharing practices directly impact employees' ability to enhance productivity and innovate within their roles, leading to more sustainable organizational growth.

Despite the acknowledged value of Knowledge Sharing and Knowledge Management, SMEs frequently encounter challenges in fully implementing these practices. Resource constraints, encompassing financial, human, and technological limitations, pose significant barriers, as the adoption of KM and knowledge-sharing frameworks requires investment in systems, employee training, and digital infrastructure, which may exceed the limited budgets typical in SMEs. Organizational culture can also present a hurdle, as some SMEs may operate within a work environment that does not encourage knowledge-sharing or innovation, where employees may refrain from sharing information due to internal competition or limited incentives. (Morales-Huamán et al., 2023) identify these barriers as including low trust levels, unsupportive organizational culture, ineffective leadership, insufficient reward systems, and inadequate networking within the organization. Arza & López (2021) underscore the challenges encountered by SMEs, particularly within the manufacturing sector, in overcoming obstacles to internal knowledge sharing. These include limited access to information, ineffective HR management, financial constraints (Hennessy et al., 2022; Claude, 2024; Kwong et al., 2021), and difficulties in establishing effective pricing strategies.

Conducting a literature review on knowledge-sharing and knowledge-management (KM) practices in SMEs is essential for understanding how these practices have been studied across different contexts and identifying knowledge gaps that require further investigation. Such a review synthesizes theoretical frameworks, methodologies, and findings from prior studies, providing a broad perspective of the relationship between KM, knowledge sharing, and employee performance. Establishing this theoretical landscape is essential before

conducting empirical studies, as it facilitates the design of research that appropriately addresses the specific challenges faced by SMEs in implementing KM practices.

Additionally, a literature review offers insights into the methods used to measure KM's impact on performance, identifying effective approaches and those requiring adaptation for the specific context of SMEs. This understanding aids in refining research design, reducing redundancy, and focusing on unexplored areas. The review can reveal nuances specific to SMEs or regions like Indonesia by examining contextual factors such as cultural, structural, and economic influences, which are critical for hypothesis development and variable identification. Ultimately, a well-executed literature review not only informs future empirical work but also provides SME stakeholders with best practices and strategies, allowing them to make immediate, evidence-based improvements in KM and knowledge-sharing practices.

## **METHOD**

This paper presents a descriptive-qualitative study reviewing the literature on knowledge sharing, knowledge management, and performance, with a specific focus on their foundations, applications, and impacts within SMEs. A thorough search was conducted using Google Scholar as the primary search engine, complemented by contextual data from Google, covering publications from 2003 to August 2024. Google Scholar was selected due to its extensive access to rigorously peer-reviewed academic sources, including journal articles, conference papers, theses, and books, ensuring an evidence-based understanding of these interdisciplinary topics. Its advanced search tools enable precise keyword combinations such as "knowledge sharing," "knowledge management," "individual performance," and "SME sector", enabling the filtering of relevant studies while also exploring interdisciplinary connections. This comprehensive approach includes both seminal and recent studies, integrating core concepts and contemporary developments. Such a strategy is essential for a holistic, academically robust review, synthesizing theoretical and practical insights to support further empirical work and practical applications within the SME context.

This research investigates the impact of knowledge-sharing and management practices on the performance of employees in SMEs. This study conducted a literature review to identify established theories, methodologies, and findings related to the topic. Furthermore, it aims to investigate how knowledge management can enhance SME performance by examining the frameworks, benefits, and obstacles of implementing Knowledge Sharing and Knowledge Management in SMEs.

The contents of the selected papers underwent systematic summarization and chronological organization. Subsequently, measurement charts were constructed to illustrate frequency and percentage variations based on the general characteristics of the research subjects. This structured approach enhances data clarity and facilitates trend identification over time. Additionally, a detailed analysis was conducted to explore the relationships between variables of knowledge sharing and knowledge management within the SME sector.

The main criterion for selecting articles was their examination of the implementation of knowledge-sharing and knowledge-management practices in the SME sector. This review included a variety of studies, including those that indicate potential drawbacks or costs associated with these practices, as understanding both the benefits and limitations is essential for a comprehensive analysis. Additionally, while the primary focus remains on SME-specific studies, studies conducted in larger organizations are also considered. This approach allows for the identification of insights and practices that may be relevant and adaptable to the SME context. The review aims to critically analyze findings from both categories to determine their applicability and relevance for enhancing knowledge sharing and management in SMEs. All publications published between 2003 and 2024 accessible through Google Scholar and the Google search engine were included in the analysis of the current review. In addition, this study incorporated peer-reviewed English literature. Conference papers, non-peer-reviewed articles, and publications not written in English were also included in this study due to the quality of the discussion and the suitability of the topic.

250 papers were selected for further review after an initial evaluation of 1150 published article titles. Following the removal of duplicate entries, the abstracts of 150 papers were selected for screening. Following the screening, the full texts of 70 publications were retrieved, while 80 were excluded based on the abstract review. Subsequent full-text evaluation resulted in the exclusion of 18 studies that did not meet the inclusion criteria. Consequently, 52 articles were selected for detailed data analysis. The selection process is depicted in Figure 1.

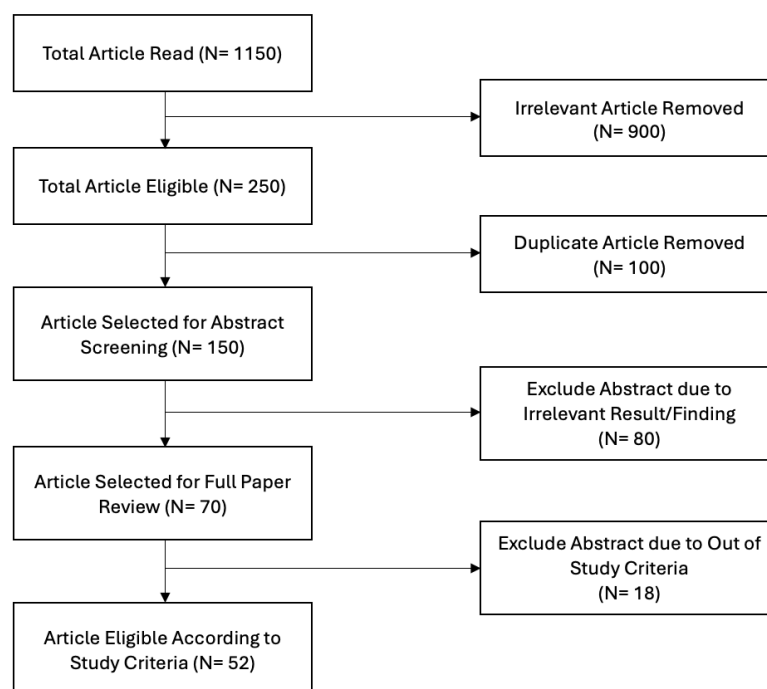


Figure 1. An Overview of Performance Enhancement through Knowledge Management in MSMEs.

## **FINDING AND DISCUSSION**

The application of effective knowledge sharing and knowledge management can facilitate business processes within organizations, depending on the adaptability and willingness of individuals to continuously learn and improve their skills. In other words, knowledge-sharing strategies create a collaborative work environment where essential information can be accessed by all members of the organization, thus enabling enhanced performance and productivity. Tables 1 and 2 present an overview of how knowledge sharing and knowledge management improve various aspects of individual performance in their workplaces. Following the presentation of the tables, this study further examines knowledge sharing, knowledge management, and performance. The examination is supported by previous studies to reinforce interpretations and the novelty that may hold significant potential in this study. The author employed Google Scholar due to its versatility and the inclusion of reputable journals from diverse publishers, thereby enhancing the reliability of this study and facilitating its use as a reference for future work.

Previous studies emphasize the importance of knowledge sharing within SMEs, demonstrating its positive and significant impact on employee performance, business growth, and success. For instance, knowledge sharing enhances collaboration and openness in the workplace (Morinaga et al., 2023). In SMEs, fostering an inclusive knowledge-sharing culture improves employee engagement, motivation, and job satisfaction, allowing them to contribute more effectively to business processes. This aligns with Ashari (2014) findings, indicating that SMEs in developing countries derive significant benefits from leveraging existing knowledge due to resource constraints, as it minimizes the recurrence of errors and stimulates innovation through collective learning. A similar pattern is observed in developed countries, where structured knowledge-sharing mechanisms enhance operational efficiency (Mustika et al., 2022), indicating that while the positive impact of knowledge-sharing is consistent across diverse contexts, the driving factors may exhibit variation.

Assbeihat (2016) demonstrates that knowledge-sharing strengthens team collaboration, which is essential for organizational success. In SMEs, effective teams contribute significantly to the attainment of shared goals through the complementary application of skills and the reinforcement of communication. This is particularly crucial in developing economies, where SMEs often lack formal training programs, making peer-based knowledge exchange a key mechanism for capability development. Furthermore, knowledge sharing reduces dependency on key individuals within the organization, mitigating risks associated with employee turnover. However, while Mustika et al. (2022) found this to be a crucial factor in developing countries where SMEs struggle with high turnover rates, studies in developed economies suggest that structured documentation and digital knowledge repositories play a more significant role in preserving critical organizational knowledge.

To further contextualize these findings, a frequency analysis was conducted on the 52 reviewed studies to identify dominant research patterns. The findings indicate that survey-based questionnaires (65%) and interviews (25%) were the most common data collection methods, with the remaining studies utilizing case studies or secondary data analysis.

Regarding the main respondents, SME owners and managers (58%) were the dominant subjects, followed by employees (32%) and external stakeholders (10%). This suggests that existing studies focus heavily on managerial perspectives, leaving a gap in understanding how frontline employees perceive and engage in knowledge-sharing practices. Future studies should address this gap by incorporating more employee-centered analyses and exploring how knowledge-sharing behaviors differ across various SME sectors. Understanding these nuances will enable researchers to develop more targeted recommendations for enhancing knowledge-sharing practices tailored to specific organizational contexts.

Table 1. *Relationship between Knowledge Sharing and Performance*

<b>Author</b>	<b>Title</b>	<b>Method</b>	<b>Purpose</b>	<b>Results</b>
(Morinaga et al., 2023)	Inclusive leadership and knowledge sharing in Japanese workplaces: the role of diversity in the biological sex of workplace personnel	This study focuses on firms, collecting data through a two-part questionnaire from 827 workers across 129 teams. Hierarchical linear modeling (HLM) was used to analyze variations across firm levels.	The purpose of this research is to analyze how managers' inclusive leadership (IL) affects employees' propensity to engage in knowledge sharing (KS). The authors also take into account the mediating role of biological gender diversity in the workplace regarding the link between IL and KS behavior.	Knowledge contribution (KD) and knowledge accumulation (KC) are two forms of SLs that IL encourages in the workplace. Furthermore, biological sex diversity in the workplace moderates the correlation between IL and KC in different ways for different KC. Biological sex diversity is a prerequisite for IL's beneficial effect on KD; in populations with lesser sex diversity, IL does not affect KD. The correlation between IL and SL is not tempered by the existence of different biological sexes.
(Ashari, 2014)	The Effect of Knowledge-Sharing Behaviour in Influencing Knowledge-Based Economy	This study employs a qualitative approach with a phenomenological design. Data were collected through unstructured interviews with four respondents from the	The purpose of this essay is to offer a high-level analysis of how information sharing influences the knowledge economy.	The problem of competing motivations to disclose and conceal information gives knowledge its high market worth.

		manufacturing industry, then analyzed through coding, categorization, and concept analysis.		
(Assbeihat, 2016)	The Impact of Collaboration among Members on Team's Performance	The study was conducted in two manufacturing firms in Amman, Jordan, using a qualitative, naturalistic approach to examine team collaboration in its real setting.	In this study, the team collaboration that is important in its performance was investigated and it was decided how the administration and pioneers of the group can enhance the general benefit of the group through coordinated efforts among colleagues.	Teamwork is more important in organizations than work done individually, to get efficient and effective results. There is a positive relationship between cooperation between members and team performance.
(Mustika et al., 2022)	Testing the Determining Factors of Knowledge Sharing Behavior	This investigation is a causal-relationship-oriented explanatory study conducted at Bank Syariah Mandiri in Indonesia. A questionnaire was used to gather information, and AMOS was used for SEM analysis.	The goal of this research was to examine and collect data on the factors that influence knowledge-sharing behavior among 297 middle managers in a bank setting. These managers were asked about their intentions for sharing knowledge, their confidence in their ability to do so, and how much they enjoyed helping others.	The likelihood that someone will share their knowledge increases significantly when they feel confident in doing so and enjoy assisting others. Knowledge-sharing self-efficacy, helping pleasure, and knowledge-sharing intent are also positively associated with knowledge-sharing actions. The knowledge-sharing purpose was also found to play a major moderating impact.



To establish a substantial relationship between knowledge sharing and employee performance, a supportive organizational culture must be developed. Leaders should actively promote collaboration, transparency, and appreciation for individual contributions. Training programs, knowledge-sharing platforms, and recognition systems are essential to reinforce these practices. Given the increasing role of technology in modern business environments, future studies should explore how digital tools and artificial intelligence can further optimize knowledge-sharing mechanisms within SMEs across different economic contexts.

*Table 2. Relationship between Knowledge Management and Performance*

<b>Author</b>	<b>Title</b>	<b>Method</b>	<b>Purpose</b>	<b>Results</b>
(Abubakar et al., 2019)	Knowledge management, decision-making style, and organizational performance	Literature Review (Qualitative Research)	This article reviews the current management literature to emphasize the need for knowledge management and to propose a framework for different decision-making styles.	This article argues that the connection between knowledge-creation processes and organizational success will be mediated by the decision-makers preferred mode of thinking. To deepen readers' comprehension of the material's application to business, a series of propositions is offered to reflect an empirically driven study agenda and to highlight the links between the important variables.
(Fugate et al., 2009)	Linking improved knowledge management to operational and organizational performance	Literature Review (Qualitative Research)	The significance of knowledge management processes to operational performance and overall organizational performance (OPERF) is empirically investigated in this study.	In particular, the findings demonstrate that common understandings across operational staff moderate the spread of information and the development of a coordinated reaction to new information.
(Ermiana et al., 2022)	The Influence of Knowledge Management on Employee Performance in the MIPA Department	This type of research is experimental and was conducted in the Mathematics and Natural Sciences Department of	The purpose of this study is to determine the effect of knowledge management (human, process, and technology) on	There is a positive and unidirectional relationship between knowledge management variables and employee performance.

		FKIP, University of Mataram, Indonesia. The research instruments are questionnaire sheets and interview sheets.	employee performance.	
(Mayasari Ginting et al., 2019)	Innovation and Knowledge Management System in Creative Industry: A Systematic Literature Review Using Meta-Analysis	This research uses meta-analysis as an analytical tool to identify and classify the literature that has been used as the basis for the study review.	This research aims to map the existing literature on innovations that directly or indirectly affect knowledge management systems in organizations.	In today's business world, knowledge is seen as a crucial strategic asset. The creative economy encourages novelty because of the value that original thinkers bring to the table.
(Daghfous et al., 2013)	Understanding and managing knowledge loss	The nuances of knowledge loss in four organizations were investigated using multiple study methods. Multiple case studies were conducted using a theoretical cross-section of manufacturing and service firms.	This study is an exploratory inquiry into the causes and effects of knowledge loss in manufacturing and service operations, to add to the current research on the topic.	Based on the findings of this research, organizations can reduce knowledge loss and increase knowledge retention by implementing the following strategies: developing capabilities through different networking strategies and more effective networking; developing, maintaining, and disseminating knowledge architecture; and transforming these capabilities into effective organizational routines.
(Seyedyousefi et al., 2016)	The Role of Organizational Culture in Knowledge Management	Literature review sourced from articles, the internet, and libraries	Examine theoretical notions of organizational culture's function, then implement them in real-world businesses.	The findings indicate that organizational culture has both a supporting and hindering function in knowledge management. When it comes to knowledge management, companies need to make sure their company culture is in sync.

Knowledge, as a strategic asset, is managed through systematic knowledge management, encompassing the collection, storage, management, and distribution of knowledge (Greiner et al., 2007). This process plays a crucial role in forming a robust framework for decision-making, particularly in SMEs that often face resource limitations (Abubakar et al., 2019). A well-structured knowledge system enables leaders and employees to gain valuable insights, supporting adaptive and data-driven business strategies. A study indicates that in developing countries, SMEs rely heavily on tacit knowledge exchange due to limited digital infrastructure, whereas in developed economies, advanced knowledge management systems facilitate real-time decision-making (Fugate et al., 2009).

Moreover, knowledge management enhances operational efficiency by minimizing inefficiencies caused by unstructured information, thereby increasing productivity and enabling employees to focus on value-adding tasks. The role of knowledge management in employee learning and development is also evident, as sharing experiences fosters skill enhancement and adaptability (Ermiana et al., 2022). However, while SMEs in emerging markets often depend on informal mentoring and peer learning, structured training programs and digital repositories are more prevalent in mature markets, reflecting different knowledge management approaches.

A frequency analysis of the 52 reviewed studies reveals that case studies (40%) and survey-based methods (35%) dominate knowledge management studies, followed by experimental approaches (15%) and qualitative interviews (10%). The primary respondents in these studies were business owners and managers (60%), with employees accounting for 30%, and industry experts or policymakers representing 10%. These findings indicate a strong focus on managerial perspectives, underscoring the need for future studies to explore employee-driven knowledge-sharing behaviors and their impact on innovation and problem-solving. Additionally, studies on SMEs in developing economies primarily focus on challenges related to knowledge retention and technology adoption, whereas those in developed markets emphasize efficiency gains from automated knowledge systems. Future studies should bridge this gap by analyzing the impact of digital transformation on knowledge-sharing effectiveness across different SME environments.

Furthermore, knowledge management fosters innovation by providing employees with access to new ideas and information, driving product development and business expansion (Mayasari Ginting et al., 2019). While SMEs in industrialized nations leverage AI and big data for innovation, those in emerging economies benefit more from grassroots knowledge exchange and collaborative learning. Additionally, knowledge management mitigates the risk of knowledge loss resulting from employee turnover, ensuring business continuity through documentation and structured training programs (Daghfous et al., 2013). Organizational culture also plays a vital role, in aligning knowledge management with continuous learning and improvement efforts (Sedyousefi et al., 2016). Overall, these findings reinforce the notion that effective knowledge management not only enhances individual and collective motivation but also strengthens SME resilience, allowing businesses to thrive in competitive markets by leveraging knowledge as a strategic asset.

## CONCLUSION

This study emphasizes the critical role of knowledge sharing and knowledge management in enhancing the growth and success of small and medium-sized enterprises (SMEs). The findings demonstrate that effective implementation of knowledge-sharing practices fosters a collaborative work environment, leading to improved employee motivation, productivity, and innovation. Moreover, a structured approach to knowledge management supports better decision-making and operational efficiency, contributing to the overall resilience of SMEs. The interplay between knowledge sharing and management reveals a symbiotic relationship where each component enhances the effectiveness of the other, ultimately driving organizational success.

This study has significant implications for practitioners, policymakers, academics, and researchers in the SME sector. Organizations must foster a culture of knowledge sharing and management by investing in training, developing structured knowledge systems, and promoting open communication to enhance performance and adaptability. Policymakers should establish supportive regulatory frameworks to encourage knowledge-sharing initiatives and improve SME access to essential resources, thereby strengthening their economic contributions. For academics and researchers, further empirical studies are needed to assess the effectiveness of knowledge-sharing frameworks, develop case studies, and refine theoretical models. Additionally, exploring emerging technologies, such as AI and digital collaboration tools, can provide deeper insights into optimizing SME knowledge management, contributing to both theoretical advancement and practical applications.

To maximize the benefits of knowledge-sharing and management, organizations should cultivate a knowledge-sharing culture that encourages collaboration and open communication among employees. This can be achieved through team-building activities, recognition of knowledge-sharing contributions, and the cultivation of trust among team members. Additionally, SMEs should invest in effective knowledge management systems that facilitate the collection, storage, and dissemination of information, leveraging digital tools and platforms to streamline access to valuable knowledge and resources. It is also essential to provide regular training programs focused on knowledge-sharing practices and the importance of knowledge management, empowering employees with the skills necessary to contribute effectively to the organization's knowledge base. Lastly, organizations should engage in continuous improvement by regularly assessing their knowledge management practices and seeking feedback from employees to identify areas for enhancement. This ongoing adaptation to new technologies and methodologies will ensure the relevance and effectiveness of knowledge-sharing initiatives.

Despite the valuable insights gained from this study, certain limitations should be acknowledged. Firstly, the study primarily focused on a specific geographic area, which may limit the generalizability of the findings to broader contexts. Secondly, the reliance on qualitative data may introduce potential bias, as responses could reflect personal experiences and perceptions. Future studies should explore the impact of knowledge sharing and management in diverse industries and regions to validate the findings across various contexts. Additionally, longitudinal studies could provide deeper insights into the temporal

evolution of knowledge-sharing practices and their long-term effects on organizational performance. Investigating the role of technology in facilitating knowledge sharing and management within SMEs could also present new avenues for enhancing these practices, particularly in a rapidly digitizing world.

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