



# The role of knowlegde transfer in increasing human resource productivity in Photokopi Coffee House Bondowoso

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## ABSTRACT

The aim to be achieved from carrying out this research is to analyze the role of knowledge transfer in increasing the productivity of human resources in Photokopi Coffee House Bondowoso. The research method used is a qualitative approach with data collection techniques through in-depth interviews, observation and document analysis. The research results show that knowledge transfer plays an important role in increasing the productivity of human resources at Photokopi Coffee House Bondowoso. Factors such as an organizational culture that supports learning, effective communication, and a good training system are key in the knowledge transfer process. Apart from that, collaboration between experienced employees and those who have just joined also has a positive impact in generating new knowledge and improving performance. This research contributes to business owners understanding the importance of knowledge transfer as a strategy to increase human resource productivity. The practical implications of this research are the importance of creating a work environment that supports knowledge exchange, developing effective training programs, and encouraging collaboration between employees. In this way, Photokopi Coffee House Bondowoso can continue to develop and compete sustainably in the creative coffee cafe industry.

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## 1. INTRODUCTION

The development and growth of a business is the main goal of every organization. In the era of globalization and increasingly fierce competition, human resource management (HRM) has become one of the key factors that determine a company's success. (Antunes & Pinheiro, 2020) HRM is an important function in an organization that is responsible for managing, developing and utilizing the potential of human resources in order to achieve business goals effectively. (Patrick & Mazhar, 2019). One aspect that attracts attention in HRM development is the role of knowledge transfer. (Zhou dkk., 2020a) Knowledge transfer is the process of flowing and sharing knowledge from one individual or group to

another individual or group. Knowledge transfer includes the flow of information, expertise, experience, and skills related to a specific job or task. (Dahiyat dkk., 2023)

The role of knowledge transfer in HRM is becoming increasingly important because as time goes by, many organizations are faced with problems such as changes in workforce demographics, high employee turnover rates, and increasing complexity of work demands (Memon dkk., 2020) In addition, many companies face the problem of generational replacement of the workforce, where older generations retire and younger generations enter the workforce (Fujii, 2020) In this context, knowledge transfer becomes vital to avoid losing valuable knowledge when employees leave the company or retire. (Appelbaum dkk., 2022) One of the main benefits of knowledge transfer in HRM is reducing the risk of losing critical knowledge. (Jia dkk., 2019) Many organizations experience problems when employees who have unique knowledge of processes, systems, or clients leave the company. This kind of knowledge loss can negatively impact company performance and hinder business growth. (Durst dkk., 2019) Therefore, knowledge transfer helps create knowledge reserves within the organization so that even if experienced employees leave, their knowledge and skills remain intact and can be accessed by others. (Kimble, 2020)

Apart from that, knowledge transfer also plays a role in improving employee performance and productivity. (Salamzadeh dkk., 2023) When knowledge and skills are shared effectively among employees, it can improve their ability to complete tasks better and faster. (Lam dkk., 2021) Employees who gain access to the latest and greatest knowledge are also more likely to create innovations, increase efficiency, and better meet business challenges (Riyanto dkk., 2021) However, the role of knowledge transfer in HRM also faces several challenges (Zhou dkk., 2020b) One of them is resistance from employees who are reluctant to share their knowledge for fear of losing personal competitive advantage or feeling less appreciated if their knowledge is shared widely (Rubel dkk., 2021) In addition, generational differences and employee learning styles can influence the effectiveness of the knowledge transfer process. (Saffar & Obeidat, 2020) Effective human resource management through knowledge transfer can help organizations achieve business goals, improve employee performance, and face changes in the business environment more adaptively. (Lee dkk., 2021) Therefore, it is important for organizations to recognize the strategic value of knowledge transfer and integrate it intelligently in their HRM practices to achieve sustainable competitive advantage. (Alfawaire & Atan, 2021)

The creative coffee cafe industry has become a sector that is growing rapidly and attracting attention in recent years. This phenomenon cannot be separated from the increasing public interest in coffee culture and lifestyle trends oriented towards quality coffee products. The coffee cafe business not only provides the experience of enjoying a delicious cup of coffee, but also creates a unique and exciting atmosphere, becomes a place for social gatherings, and becomes a space of inspiration for many people (Ferreira dkk., 2021) In the creative coffee cafe industry, human resource (HR) productivity plays a crucial role in creating a pleasant experience for customers. HR productivity covers various aspects, including service quality, speed of service, innovation in menus and presentation, and the ability to adapt to changing trends and market demands (Surya dkk., 2021)

The role of knowledge transfer in increasing human resource productivity in the coffee cafe creative industry is very important and relevant in several aspects. (Arsawan dkk., 2022) First, in the creative coffee cafe industry, baristas and other employees have a key role in serving coffee and creating an unforgettable experience for customers. Transfer of knowledge about proper coffee brewing techniques, latte art, and knowledge about types of coffee beans will influence the quality of the final results and customer satisfaction.

Second, with rapidly changing consumers and changing trends, knowledge transfer has also become important to ensure that employees stay up-to-date with the latest developments in the world of coffee and the creative industry. For example, knowledge about new technology in coffee brewing, the use of the latest coffee equipment, and innovative service methods can help improve the efficiency and quality of service in coffee cafes. Third, knowledge transfer can also play a role in inspiring employees to be creative and innovate in creating unique and interesting coffee menus and products.

Although the role of knowledge transfer is very important in increasing human resource productivity in the coffee cafe creative industry, there are several challenges that need to be overcome. (Szulczewska-Remi & Nowak-Mizgalska, 2023) First, the coffee cafe industry often has a high employee turnover rate, so the challenge of transferring knowledge from departing employees to new employees becomes relevant. Second, some employees may have different backgrounds and experiences in the world of coffee, so there needs to be an effective and ongoing training program to ensure that knowledge can be passed on efficiently and comprehensively. The creative coffee cafe industry in Bondowoso Regency is experiencing rapid development in line with increasing public interest in coffee culture and lifestyle trends oriented towards quality coffee products. In the midst of the rapid growth of the coffee cafe industry, several challenges arise to maintain and increase business competitiveness. One of the problems faced is the high level of competition in the market. With so many coffee cafes popping up, businesses must try hard to attract and retain loyal customers.

The expected implication from the research that this research on the role of knowledge transfer in increasing human resource productivity can yield valuable insights and contribute to both academic understanding and practical implications for organizations. This research can identify and evaluate different knowledge transfer strategies, helping organizations determine which methods are most effective for their specific contexts. This could include exploring the impact of mentorship programs, training initiatives, documentation practices, and technology-enabled learning. Understanding how knowledge transfer influences productivity can lead to the development of customized training programs.

Photokopi Coffee House as one of the coffee cafes operating in Bondowoso Regency, Photokopi Coffee House, a popular coffee shop in the city center, has become a stopover place for many people to relax while enjoying a hot and delicious cup of coffee. The first problem faced by Photokopi Coffee House is the lack of a formal system for transferring knowledge between different employees. Although many employees have different skills and experiences, they often lack a structured platform to share their knowledge and skills. This causes gaps in employee capabilities and can hinder business growth and innovation. Overall, Photokopi Coffee House needs to pay attention to the gaps regarding knowledge transfer in order to increase human resource productivity and remain relevant amidst increasingly fierce competition. By realizing the problems faced by Photokopi Coffee House in terms of productivity related to knowledge transfer, strategic steps need to be taken to increase the productivity and efficiency of the coffee cafe.

## 2. RESEARCH METHOD

Based on the background, problem formulation and research objectives, this type of research is descriptive research with a qualitative approach. In this research, the researcher used a purposive technique to determine the person who would become the informant. The timing of this research will take place for approximately 3 (three) months, research starting from March 2023 to July 2023. Informants in this study were divided into two types of informants. The first is the core informant, namely a person who has in-depth knowledge of the problem being studied and is actively involved in the problem, so

he is able to provide detailed and in-depth information. The core informants in this research consisted of owner, owner deputy and barrister.

The techniques for collecting research data include:

a. Literature study

This literature study was carried out to add references related to the research topic. The references used are what will increase the researcher's knowledge regarding the research topic. This assessment was carried out by studying related literature.

b. Observation

The type of observation used in this research is overt observation. In this case, the researcher in data collection states frankly to the data source that he is conducting research. So those being researched know from the beginning or end about the researcher's activities.

c. Interview

This activity was carried out openly and researchers used structured interview techniques. Researchers use this type of interview with the aim of seeking information obtained from sources so that the data obtained is accurate, valid and complete.

d. Documentation

In this research, data collection activities, both primary and secondary data, are carried out by taking documents, notes or archives related to the research.

### 3. RESULTS AND DISCUSSIONS

#### 3.1 The development of Photokopi Coffee House

The development of Photokopi Coffee House since March 2017 until now is truly amazing. This place has succeeded in building a solid community of coffee fans in Bondowoso. Not only a place to enjoy coffee, this coffee house is also a meeting space for art lovers, writers and other creative individuals. The success of Photokopi Coffee House can also be seen from the positive response received from visitors. Many of them feel called by the unique atmosphere offered by this coffee house. Not only that, friendly service and attention to detail are also the characteristics of this place. Visitors feel treated special every time they visit Photokopi Coffee House. In the few years since it was founded, Photokopi Coffee House has succeeded in establishing itself as an icon in Kulon City, Bondowoso.

Photokopi Coffee House Vision: Becoming a center of coffee culture inspiration that connects the past with the present, creating a unique experience for every visitor and enriching the local community.

Photokopi Coffee House Mission: (a) Bringing Nostalgia to Life: Photokopi Coffee House is committed to providing a vintage atmosphere that evokes nostalgia, reminiscent of the beauty of the past while remaining in the modern era. (b) Superior Coffee Quality: Photokopi Coffee House is provide a selection of quality coffee beans from various regions, as well as investing in barista training to provide an exceptional coffee experience to every customer. (c) Creativity Center: Photokopi Coffee House want to be a meeting space for artists, writers and other creatives. Through cultural and artistic events, we strive to facilitate the exchange of ideas and inspiration. (d) Community Involvement: Photokopi Coffee House is committed to contributing to local communities. Through collaboration with local coffee farmers and social activities, we want to have a positive impact on the surrounding environment. (e) Sustainable Balance: Photokopi Coffee House prioritize the principle of balance in everything. From a balance between past and present in design, to a sustainable approach in our business.

Through this vision and mission, Photokopi Coffee House strives to not only be a place to enjoy coffee, but also a center of cultural inspiration that connects people and creates meaningful experiences for every individual who comes here.

### 3.2 Discussion

#### The Role of Knowledge Transfer Photokopi Coffee House Bondowoso

##### a. Embrained Knowledge

Photokopi Coffee House Bondowoso has an extraordinary role in transferring knowledge in raising the status of the coffee industry in this area. As a coffee shop that is highly committed to providing the best coffee experience for its customers, Photokopi Coffee House has realized how important it is to share knowledge about coffee with all its team members.

##### b. Embedded Knowledge

Embodied Knowledge is a deep and interesting concept in the context of the knowledge transfer role carried out by Photokopi Coffee House Bondowoso. More than just information or a collection of facts, Embodied Knowledge means that knowledge about coffee becomes part of the identity and daily practices of team members. This concept goes beyond the formality of training, involving the body, mind and spirit, resulting in rich interactions between the baristas and service crew and the exciting world of coffee. Tangible Knowledge is the main pillar in the knowledge transfer role carried out by Photokopi Coffee House Bondowoso.

##### c. Elcultural Knowledge

Elcultural Knowledge or Cultural Knowledge is an important element that is closely related to the role of knowledge transfer carried out by Photokopi Coffee House Bondowoso. More than just knowledge about coffee, this concept emphasizes the importance of understanding and appreciating coffee culture in depth. In the context of Photokopi Coffee House, Elcultural Knowledge involves understanding the history of coffee, coffee making traditions, as well as the social and cultural values associated with this drink. Elcultural Knowledge is also reflected in the design and decoration of the Photokopi Coffee House shop. This place is designed with a distinctive local cultural touch, reflecting the heritage and cultural identity of the Bondowoso area.

##### d. Embedded Knowledge

Embedded Knowledge or Intertwined Knowledge is a significant concept in the knowledge transfer role carried out by Photokopi Coffee House Bondowoso. This concept refers to knowledge that has been deeply integrated into every aspect of activities in this coffee shop. From the process of selecting coffee beans to serving to customers, every step taken by the baristas and service crew reflects knowledge that is closely intertwined with Photokopi Coffee House's identity and philosophy. Apart from that, Embedded Knowledge is also closely related to innovation in making coffee at Photokopi Coffee House. Baristas are encouraged to be creative and create unique and interesting coffee menus. Through rational experimentation and testing, they look for new ways to combine various coffee flavors and aromas, thereby providing customers with an unforgettable coffee experience.

##### e. Encoded Knowledge

Encoded Knowledge is an important element in the knowledge transfer role carried out by Photokopi Coffee House Bondowoso. This concept refers to knowledge that is organized systematically and efficiently so that it can be easily transferred and applied by all team members. In the context of Photokopi Coffee House, Encoded Knowledge plays a crucial role in maintaining consistent coffee quality, increasing operational

efficiency, and ensuring a superior coffee experience for customers. Apart from that, Photokopi Coffee House also applies knowledge in facing challenges and changes in the coffee industry. They regularly conduct market analysis and keep up to date with the latest trends in the world of coffee. In this way, they can adapt strategies and innovations to stay relevant and compete in an increasingly dynamic market. In conclusion, Photokopi Coffee House is an inspiring example of how knowledge can be a valuable asset in achieving excellence in the world of coffee. In this era of challenges and competition, having coded knowledge is the key to remaining relevant, innovative and successful in the ever-evolving coffee industry.

#### Human Resource Productivity at Photokopi Coffee House Bondowoso

Photokopi Coffee House Bondowoso realizes that HR productivity is the key to the company's success. Productive baristas have the ability to work efficiently, produce good performance, and provide superior customer service. Increasing human resource productivity brings multiple benefits to the company, including improving coffee quality, customer satisfaction and sustainable business growth. In a competitive environment, Photokopi Coffee House understands the importance of having superior and qualified baristas. To achieve this, the company has implemented various strategies to increase HR productivity. First, Photokopi Coffee House pays great attention to the barista recruitment and selection process. They are looking for individuals who have an interest and talent in the coffee industry, as well as the ability to work well in a dynamic and fast-changing environment. In detail, human resource productivity can be described as follows:

##### a. Ability

Human resource (HR) capability is an important aspect that is the focus in the knowledge transfer role carried out by Photokopi Coffee House. In the increasingly competitive world of coffee, HR capabilities are the main key in creating a superior coffee experience for customers. Through various approaches, Photokopi Coffee House is able to improve the capabilities of its human resources (baristas), create a competent and dedicated team in serving high quality coffee, and become an inspiration for the local coffee industry. Photokopi Coffee House provides empowerment and autonomy to its human resources. They are given the trust to make decisions and contribute to menu development, marketing strategies and coffee product innovation. By giving autonomy to the baristas, Photokopi Coffee House creates a creative and innovative work environment, and motivates team members to give their best in their work. Photokopi Coffee House provides empowerment and autonomy to its human resources. They are given the trust to make decisions and contribute to menu development, marketing strategies and coffee product innovation. By giving autonomy to the baristas, Photokopi Coffee House creates a creative and innovative work environment, and motivates team members to give their best in their work.

Human resource capabilities that continue to develop and adapt are a strong foundation for Photokopi Coffee House to achieve excellence in the coffee industry. Through a holistic approach, in-depth knowledge of coffee, and an emphasis on coffee culture and sustainability, Photokopi Coffee House has succeeded in creating a competent and dedicated team in serving high-quality coffee, as well as providing customers with an unforgettable coffee experience. With a passion for continuous learning, collaboration and innovation, Photokopi Coffee House is an inspiration for the local coffee industry and plays a role in raising the standard of coffee service and experience in the area.

b. Increase the results achieved

Improving the results achieved by human resources (HR) is one of the main objectives of the knowledge transfer role carried out by Photokopi Coffee House. Through a structured approach and focus on developing knowledge and skills, Photokopi Coffee House is able to improve service quality, creativity, operational efficiency and customer satisfaction. There are various steps taken by Photokopi Coffee House to improve the results achieved by their baristas through knowledge transfer. Through structured and sustainable knowledge transfer, Photokopi Coffee House has succeeded in improving the results achieved by their human resources. Competent, creative and high-quality baristas and service crew have created a superior coffee experience for customers and made Photokopi Coffee House a unique and leading coffee destination in Bondowoso.

c. Work enthusiasm

Human resources work enthusiasm is an important aspect supported by the knowledge transfer (Lin dkk., 2020) carried out by Photokopi Coffee House. Through a comprehensive approach in building knowledge and skills, Photokopi Coffee House has succeeded in creating a team that is passionate and dedicated to serving high quality coffee, providing the best service to customers, and contributing positively to the sustainability of the coffee industry. There are various factors that support the work enthusiasm of the Photokopi Coffee House HR staff and how knowledge transfer plays a role in fostering high work morale. With structured knowledge transfer, Photokopi Coffee House has succeeded in fostering high work morale among its human resources (baristas). Passionate, creative and dedicated baristas create a superior coffee experience for customers and help Photokopi Coffee House become the leading coffee destination in Bondowoso. Through understanding company values and culture, training and skills development, innovation and collaboration, as well as awards and recognition, the work spirit of the baristas continues to shine and brings success to the café (Chang, 2022) Photokopi Coffee House is an inspiring example of how knowledge transfer plays a key role in building high morale and achieving excellence in the coffee industry.

d. Self-improvement

Self-development is one of the things that Photokopi Coffee House values, and knowledge transfer is an effective means of achieving this goal. Through a holistic approach and focusing on mastering knowledge and skills, Photokopi Coffee House has succeeded in helping HR (human resources) to develop themselves professionally and personally. In this case Photokopi Coffee House uses knowledge transfer as a tool to increase the self-development of the baristas and create a work environment that supports personal growth. Through knowledge transfer, Photokopi Coffee House has succeeded in helping HR to develop themselves professionally and personally. By providing training and workshops, developing knowledge about coffee, innovation and creativity, as well as implementing company values and culture, the spirit of self-development of human resources continues to grow. The influence of mentors and leaders, career development opportunities, and measurement and feedback also play a key role in guiding HR to reach their full potential in a work environment that supports personal growth. Photokopi Coffee House has proven that knowledge transfer can be a powerful tool to improve the self-development of human resources and create a team full of enthusiasm and achievement.

e. Quality

Quality is the main focus of Photokopi Coffee House, and knowledge transfer is the key to achieving high quality standards in every aspect of its operations. Through a holistic and sustainable approach, Photokopi Coffee House has succeeded in creating unmatched coffee quality, superior customer service, and a work culture that continues

to innovate. In this case, knowledge transfer plays a role in improving quality at Photokopi Coffee House and how this helps businesses achieve quality excellence in the coffee industry. Photokopi Coffee House continues to innovate their coffee menu, and knowledge transfer plays an important role in this process. By providing opportunities to innovate, baristas feel valued and have an active role in developing the business. This innovation not only increases the variety of interesting menus, but also attracts customer interest and helps Photokopi Coffee House differentiate itself from its competitors.

Photokopi Coffee House applies strict operational standards to achieve consistent quality. This standard covers the coffee production process, customer service, and quality control. By implementing consistent operational standards, HR can ensure that every product and service presented meets the company's quality standards. In conclusion, Photokopi Coffee House has proven that knowledge transfer plays an important role in achieving unmatched coffee quality, superior customer service, and a work culture that continues to innovate. With the implementation of company values, training and skills development, innovation in coffee menus, and evaluation and development of baristas, Photokopi Coffee House continues to be an inspiring example of how knowledge transfer can improve quality and bring excellence to the coffee industry.

#### f. Efficiency

Efficiency is one of the important pillars in the success of Photokopi Coffee House, and knowledge transfer plays a crucial role in achieving a high level of efficiency in various aspects of its operations. Through a holistic and sustainable approach, Photokopi Coffee House has succeeded in increasing efficiency in coffee production, resource management, customer service and decision-making processes. Basically knowledge transfer plays a key role in increasing efficiency at Photokopi Coffee House and how this helps the company achieve excellence in the coffee industry.

#### 4. CONCLUSION

Knowledge transfer plays an important role in increasing the productivity of Photokopi Coffee House in Bondowoso (Malik dkk., 2022) By implementing a holistic and sustainable approach in knowledge transfer, this company has succeeded in achieving high productivity in various aspects of its operations. First of all, through the transfer of knowledge about coffee and the production process, Photokopi Coffee House succeeded in increasing productivity in making high quality coffee. The baristas and service crew are empowered with knowledge of various coffee varieties, coffee bean characteristics, and proper roasting and brewing techniques. This knowledge helps HR to serve consistent, high-quality coffee to customers, thereby creating an unforgettable coffee experience. The application of advanced technology in the production process also supports increased productivity, (Oláh dkk., 2020) because it reduces the time and effort required to serve each cup of coffee. Second, knowledge transfer also plays an important role in increasing productivity through innovation in menus and services. Apart from that, knowledge transfer also plays a role in increasing productivity through implementing company values and culture. By empowering HR and encouraging their active participation in decision making, Photokopi Coffee House creates a work environment that supports the personal and professional growth of HR. Mentors and company leaders act as models and guide HR to reach their full potential. High morale and a sense of ownership of the company's success also support increased productivity in daily operations (Dyer, 2023)

The limitations of this research are findings may be specific to the context of a particular cafe and may not be easily generalized to other types of businesses or industries. The unique characteristics of a cafe, such as its size, location, and customer base, could limit the applicability of the research to broader contexts. The sample size of the study may be small, and the participants may lack diversity in terms of roles,

experience levels, or demographics. This can limit the representativeness of the findings and their applicability to a more diverse workforce.

To continue to maintain the success and success of Photokopi Coffee House, there are several suggestions that can be implemented. First, companies can continue to improve training and skills development programs for human resources, including delving deeper into coffee and the application of advanced technology in the production process. Continuous training will help HR stay at the forefront of the coffee industry and improve the quality of the products served. Second, Photokopi Coffee House can better utilize data and analysis to identify trends and patterns in customer demand and to improve operational efficiency. Smart use of data will help companies make more informed decisions and achieve company goals more efficiently. Lastly, companies need to continue to empower HR in decision making and provide space for creativity and innovation. By providing opportunities for HR to participate in the identification and implementation of process improvements, Photokopi Coffee House will continue to create unique and attractive products and services for customers. By implementing these suggestions, Photokopi Coffee House can continue to maintain its position as the leading coffee destination in Bondowoso and continue to provide customers with an unforgettable coffee experience. In addition, the company can also be an inspiring example of how knowledge transfer can be a powerful tool for achieving high quality, morale and efficiency in the coffee business world.

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