

Amanah Sharing and Protection–Knowledge as a Strategy in Securing Organizational Knowledge

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Abstract

This study aims to identify and explore the mechanism of knowledge protection in organizations, as well as develop the concept of Amanah Sharing and Protection-Knowledge as a strategy to maintain strategic knowledge. The methods used include literature studies and analysis of various previous studies that discuss knowledge protection in knowledge-intensive business service (KIBS) companies operating in different sectors. The results of the study indicate that there are various approaches to knowledge protection, including formal and strategic protection, as well as the importance of a secure attitude from human resources in maintaining the confidentiality of knowledge. This study also contributes to organizational leaders to recruit individuals who have a secure nature and build an organizational culture that supports a religious attitude, so that strategic knowledge can be integrated well and remain secure in the long term. In addition, the results of this study provide input for policy makers regarding public policies that can help companies protect their competitive knowledge capital without hindering the interactions needed for innovation.

Keywords: Amanah Sharing; confidentiality; coopetition; strategy; innovation

INTRODUCTION

Crisis caused by extreme events throughout human civilization is a rare occurrence and usually nothing is exactly the same. Therefore, it has different and even unexpected handling procedures. In situations like this, organizations are required to always be able to follow the developments of the situation faced, so that the decisions taken as policies to be implemented become more appropriate. This decision is a strategic step that should be taken by management to maintain the existence of the organization so that it can survive in this era of uncertainty. Decisions like this are taken after reviewing some knowledge that comes from several valuable inputs, from several different perspectives. There is a need to develop a system that can recognize and appreciate the efforts of employees who share knowledge, so that it can empower a culture of collaborative knowledge sharing in an organization (Trivedi et al., 2024). Thus, it is important how this very valuable knowledge can be explored and remain safe to be transferred back within the organization by ensuring the security of this strategic knowledge.

Studies Yousef & Collazos, (2020) have contributed empirical data on collaborative knowledge sharing strategies to enhance organizational learning. While many studies explain the reasons scholars have different ideas about the relationship between coopetition and radical innovation by exploring the mediating role of external knowledge integration and the moderating effect of knowledge structure (Chen et al., 2021; Ritala & Sainio, 2014). While Escorcia-Caballero et al., (2022), dan Yang & Gan, (2024) have tested the effects of internal integration and external integration on three types of shared knowledge (shared knowledge about internal capabilities, customers, and suppliers) and whether they lead to superior firm innovation capabilities and product competitive advantages.

Meanwhile, from the knowledge protection side, Bolisani et al. (2013), Masrom et al. (2017), and (Bissani, 2024) through their study, have classified the types of knowledge

protection mechanisms and investigated the similarities and differences in knowledge protection between knowledge-intensive business service (KIBS) companies operating in different sectors, having different sizes, and implementing different knowledge management strategies. The results of the study by Bolisani, et al (2013) also specifically provide input for CEOs regarding knowledge protection mechanisms, and to policy makers regarding possible public policies that can help companies protect their competitive knowledge capital without hindering their interaction networks.

Meanwhile, Elliott (2018), (Stergiou et al., 2023) highlights a basic trade-off between improving decision-making and innovation through communication and reducing security risks by imposing restrictions on communication flows. This trade-off is mediated by factors such as the sensitivity of information, the extent to which employees can be trusted to handle sensitive information appropriately, and the company's investment in legal protection mechanisms. Evidence from HP Labs supports the basic predictions of the model, particularly the importance of employee trust and internalized codes of conduct in promoting open communication. Their interviews also point to potential conflicts between the two most important conformity mechanisms: confidentiality and lead time advantage. One issue that arises then is the ability of each personnel to maintain confidentiality. Confidentiality raises a message of responsibility to stakeholders (Marsh & Reynard, 2009), and (Moore & Barnett, 2024). Conventionally, this is completed when an employee is considered capable of keeping company secrets. However, this does not guarantee that it will always apply. Psychologically, the good qualities of a human being when associated with material relations can change when he feels disadvantaged. Therefore, a spiritual approach is needed that can provide a nuance of trust based on an immaterial being, who has power over all powers, and is able to provide a guarantee of blessings, namely Allah, the Lord of the universe.

The presence of Allah in organizational matters, in the Islamic view, is important because the purpose of creating humans as khalifatullah fil ardh (representatives of Allah on earth) is to fight for benefit and justice on earth. The mandate that is not light from God to humans cannot be ignored and its implementation must be carried out with devotion to God, namely with the values of submission. Referring to the Koran, Surah Al-Ahzab, verse: 72 where Allah says. "Indeed, we have placed a trust in the heavens, the earth and the mountains, so everyone is reluctant to carry this trust and they are afraid that they will betray it, and humans carry this trust." Likewise, the hadith of Rasulullah SAW also strengthens: "The faith of someone who is not trustworthy is not perfect, and the religion of someone who does not fulfill their promise is not perfect." (HR. Ahmad). Thus, an organization needs trustworthy figures, who are able to be accountable for everything they do not only to their leaders but also to their God, so a concept of Trust Sharing and Protection – Knowledge is proposed to solve this problem.

The purpose of this study is to identify, explore, and analyze the mechanisms of knowledge protection in organizations. The next goal is to develop the concept of Amanah Sharing and Protection-Knowledge as a strategy to maintain strategic knowledge..

LITERATURE REVIEW

Knowledge Management

Studies conducted Almutairi et al., (2024) successfully identified and studied five performance indicators that influence collaborative knowledge sharing culture in an academic institution, namely work culture, interaction, willingness to share, recognition and IT. Meanwhile, Kumaraswamy and Chitale (2011) also drew conclusions and studied the impact of establishing an online IT forum for sharing and developing knowledge. Establishing an IT forum for sharing and developing knowledge has been shown to provide a new platform for sharing knowledge.

Meanwhile, some researchers emphasize the importance of access, sharing, and creation of knowledge as part of an organization's ability to learn and be innovative (Krogh et al., 2000; Davenport, 2005). In this regard, Argote (1999) said that learning involves a process in which members share, produce, and evaluate, as well as combine knowledge (Vera and Crossan, 2001). Organization Learning and Knowledge Management include cognitive and behavioral aspects of learning and knowledge, so studying processes related to knowledge and not knowledge assets is a good opportunity to utilize insights from both concepts (Vera and Crossan, 2001). The things that have been mentioned show the importance of efforts in collaborating knowledge from each member of the organization, in order to create a complete pentaquin that can be utilized optimally.

Coopetition

The process of organizational learning and knowledge sharing can also not only be obtained from internal involvement. The emergence of coopetition theory has broken the value system that is usually applied by organizations that view competitors as business rivals. Coopetition theory, which states that successful companies are companies that implement the benefits of aggressive competition and cooperation (Roy and Sanou, 2014), shows that organizations must engage in coopetition to promote radical innovation. However, it is important for companies to manage this coopetition cooperation appropriately according to their internal knowledge structure (Chen et al, 2020). This is because Chen et al (2020) found that component knowledge and architectural knowledge have different roles in the mediating effect of external knowledge integration in the relationship between coopetition and radical innovation.

However, several literatures from academics and practitioners such as Szulanski (1996); Hiregoudar and Kotabagi (2007), Schilling and Kluge (2009), convey about the possibility of obstacles that can hinder the implementation of Organizational Learning , in addition to various studies that focus on knowledge sharing or obstacles to knowledge creation, such as studies conducted by Chinying Lang (2001), Riege (2005), Ardichvili et al . (2003), Yih-Tong Sun and Scott (2005), Telvin Goh and Hooper (2009), and Zapata Cantu et al. (2009). Lack of appreciation, lack of technical support, lack of formal authority from innovators and lack of fit between knowledge and important organizational goals, which hinder learning from previous failures and successes, are the most important KM obstacles, affecting knowledge generation, storage, distribution and application in the company. Thus, internal resources are needed that uphold the mandate, so that strategic knowledge within the company can be integrated while maintaining its confidentiality.

In terms of safeguarding (protecting) strategic organizational knowledge, the study of Bolisani, et.al (2013) classifies the types of knowledge protection mechanisms and investigates the similarities and differences in knowledge protection between knowledge-intensive business services (KIBS) companies operating in different sectors, having different sizes, and implementing different knowledge management strategies. While Faria & Sofka (2010) expand it by investigating both formal protection strategies (e.g. through patents) and strategic strategies (confidentiality, lead time, complex design). Meanwhile, the evaluation results conducted by Grimm & Anderl (2013) show that each technical protection approach has certain strengths and weaknesses. Corporate Rights Management performs best due to its sophisticated features and strong protection based on cryptography.

Safeguarding of Trust

From the various descriptions of the research results above, it is clear that knowledge integration is important not only from internal but also through coopetition. However, it is no less important how all resources within the organization must still be able to maintain

strategic knowledge within the organization so that it remains safe in the long term. Lack of appreciation, technical support and other things that indicate barriers to the process of knowledge sharing and knowledge protection may indeed be true. However, more than all that, human resources as subjects of knowledge, both as givers, recipients and guardians must have a trustworthy attitude.

Trust means to be trusted, the same as the word faith. The nature of trust is indeed born from the power of faith, the more a person's faith diminishes, the more his trustworthiness fades (Abidin, 2017). The link between faith and trust is indeed strong, as the words of the Prophet Muhammad, which means; There is a very close connection, Rasulullah SAW said: "The faith of someone who is not trustworthy is not perfect, and the religion of someone who does not fulfill their promises is not perfect." (HR. Ahmad). The tasks that Allah SWT has entrusted to mankind are referred to in the Qur'an as amanah (amanah taklif). This taklif mandate is the heaviest and largest, so that all the great creatures of Allah SWT such as the sky, earth, sun, moon, stars, mountains and oceans cannot carry it. Quraish Shihab (2000) believes that a trust is something that is handed over to another party to be maintained and returned when the time comes or when requested by the owner.

Thus, it would be very appropriate if the leader of the organization can recruit human resources who have a trustworthy nature to join his team. In addition, the leader can also initiate the development of organizational culture to encourage religious attitudes from all human resources in the organization. Amanah Sharing and Protection –Knowledge means someone who is able to share and maintain knowledge in a trustworthy manner. The proposition shows that everything produced by the organization will not be a competitive advantage if it is not supported by good protection from the members of the organization.

Amanah Sharing and Protection Concept –Knowledge

As Grimm and Anderl (2013) point out, collaboration is often global and occurs beyond company boundaries, so that to maximize engineering and management results, it is necessary to share and transfer technical knowledge and intellectual property in digital form. This knowledge is so valuable but easy to copy that it is often the target of theft or loss. This causes significant economic damage worldwide due to product piracy and plagiarism.

Relatively little is known about the ability of organizations to protect valuable knowledge from spilling over to competitors. De Faria and Sofka (2010) in their study expanded to investigate both formal protection strategies (e.g. patents) as well as strategic ones such as secrecy, lead times, complex designs. They conceptualized the breadth of corporate knowledge protection strategies and related them to the specific situation of multinational subsidiaries. Meanwhile, Liu and Ma's (2020) study illustrates the need for government involvement to provide protection for the growing knowledge.

RESEARCH METHOD

In this study, the approach used is a qualitative study with a focus on in-depth analysis of knowledge sharing and protection strategies in organizations (Sugiyono, 2017). Researchers collected data through in-depth interviews with stakeholders in various knowledge-intensive business services (KIBS) companies. This method was chosen because it allows researchers to gain richer and contextual insights into the knowledge management practices implemented. In addition, document analysis and observation were also conducted to complement the data obtained from the interviews, thus providing a more comprehensive picture of the challenges and strategies faced by organizations in protecting their knowledge .

Next, the collected data was analyzed using a thematic approach, where the researcher identified classes and themes that emerged from the interviews and documents analyzed. This process involved coding the data to organize the information into relevant categories, such as

knowledge protection mechanisms, knowledge sharing culture, and the role of trust in the organization. In this way, the researcher was able to connect themes from different data sources and develop a deeper understanding of how organizations manage and protect their strategic knowledge. The results of this analysis were then compared with existing literature to identify similarities and differences, and to contribute to the development of knowledge management theory (Sugiyono, 2019).

Finally, this study also considers the limitations inherent in the methodology used. Although the qualitative approach provides in-depth insights, the results obtained may not be fully generalizable to all industry sectors. Therefore, the researchers recommend that further research be conducted using mixed methods, combining qualitative and quantitative approaches to gain a more holistic picture of knowledge management practices. Thus, this study not only provides a better understanding of knowledge sharing and protection strategies, but also paves the way for future research that can explore other relevant aspects in a broader context.

RESULT

Strengthening what has been conveyed previously, protection of increasingly developing science requires support from various parties. Structurally, the leader of the organization is the most responsible for enforcing the discipline of his staff in order to protect the organization's assets in the form of strategic knowledge through various rules made for the common interest. Meanwhile, from the government's side, it has an obligation to protect the rights of its citizens, including in this case the organizations in its country so that they can grow and develop based on their respective creativity and in accordance with applicable laws.

Amanah Sharing and Protection Concept–Knowledge strengthen the organization's position in facing the challenges of the times in terms of protecting knowledge assets within the organization because each individual will feel responsible, not only as part of the organization, but also by the awareness that everything he does, will later have to be accounted for before God, the ruler of the universe. The concept of Amanah Sharing and Protection-Knowledge acts as a moderator for a series of models of knowledge sharing towards the competitive advantage of the organization, as described in the Figure 1.

The model above shows the integration of various selected knowledge through a series of procedures will create new innovations that are expected to be able to encourage increased competitive advantage for the organization. With the moderation of Amanah Sharing and Protection-Knowledge, it is expected that the value of competitiveness for the organization will increase.

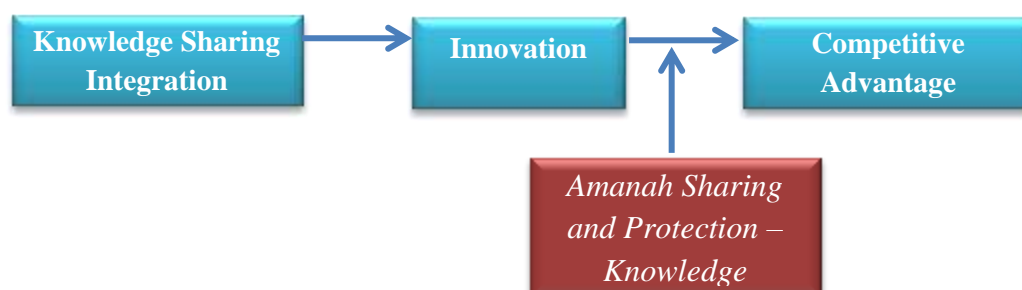


Figure 1. The Model of Proposition of Research

CONCLUSION

This study provides in-depth insights into the importance of knowledge sharing and protection strategies in organizations. In an increasingly complex and competitive context, organizations strive to not only manage their knowledge, but also protect it from potential concerns or loss. This study shows that collaboration and integration of external knowledge can enhance innovation and competitive advantage, but must be integrated with effective protection mechanisms. Thus, it is important for organizations to develop a secure and structured knowledge sharing culture, so that strategic knowledge can be optimally utilized without compromising confidentiality.

Although this study makes a significant contribution to the understanding of knowledge protection, there are some limitations that need to be considered. One is the study's focus more on knowledge-intensive business services (KIBS) firms, which may not fully reflect practices in other sectors. In addition, this study focuses more on formal and strategic protection strategies, while many other relevant strategies may not be discussed in depth. Limitations in data collection may also affect the validity of the themes, especially in a dynamic and rapidly changing context. Therefore, it is important to consider these aspects when interpreting the study's findings.

For further research, it is recommended to conduct a broader study covering different industry sectors. Research involving the analysis of less common knowledge protection strategies can also provide new insights into best practices. In addition, the use of quality methods can help gain a deeper understanding of organizational experiences in protecting knowledge. Conducting longitudinal studies would also be useful to understand how knowledge protection strategies can be adjusted over time. With an international approach, further research can explore how organizations in different countries manage and protect their knowledge.

Overall, this study highlights the importance of trust in sharing and protecting knowledge in organizations. By integrating ethical values and trust, organizations can create an environment that supports collaboration and innovation. However, to achieve this goal, continuous efforts are needed in developing and implementing effective knowledge protection strategies. Thus, this study not only provides academic contributions, but also practical implications for organizational management in facing challenges in the increasingly complex information era.

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