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MODELING TACIT AND EXPLICIT KNOWLEDGE SHARING TO ENHANCE MARKETING AND FINANCIAL PERFORMANCE OF MSMEs IN INDONESIA

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ABSTRACT

Objective: This study investigates the key factors that ³²encourage employees to participate in knowledge-sharing activities to improve the performance of micro, small, and medium enterprises (MSMEs) in ⁴⁶Indonesia. **Research Design & Methods:** The research employed a quantitative explanatory design ⁷²in a cross-sectional survey approach. Primary data were collected ⁴⁶from 374 MSME owners in the food and beverage sector. The proposed research model and hypothesised relationships were analysed using partial least squares structural equation modelling (PLS-SEM). **Findings:** The results show that tacit and explicit knowledge sharing are influenced by different determinants and lead to different performance outcomes. Trust and employee attitudes strongly promote tacit knowledge sharing, which positively affects marketing performance ⁵⁹. Conversely, explicit knowledge sharing is mainly shaped by trust and organisational structure and has a greater impact on financial performance. Overall, the findings illustrate various mechanisms through which knowledge-sharing ²³practices enhance MSME performance. **Implications & Recommendations:** The study offers useful insights for policymakers in designing policies that support knowledge-sharing initiatives among MSMEs. These policies may help ⁵³enterprises improve operational efficiency, reduce costs, and increase profitability. In addition, this research contributes to the knowledge management literature by proposing a model specifically suited to the Indonesian MSME context. **Contribution & Value Added:** By distinguishing between tacit and explicit knowledge sharing, this study extends existing research through an empirical model that demonstrates how different organisational and individual factors shape knowledge-sharing behaviour and generate varied performance outcomes, thereby reinforcing knowledge management theory in small business settings.

Keywords: business performance; knowledge sharing; MSMEs.

JEL codes: M10, M21, M31

Article type: research paper

17 INTRODUCTION

Micro, Small, and Medium Enterprises (MSMEs) are the backbone of Indonesia's economy. They account for the vast majority of businesses in the country and play a crucial role in job creation and economic growth (KemenkopUKM, 2020; Kementerian UMKM, 2021). Despite their importance, many MSMEs still struggle to sustain their performance—especially in today's fast-changing business environment, where innovation, adaptability, and information flow are key to survival. One powerful yet often underutilised tool that can help MSMEs grow and stay competitive is knowledge sharing. This involves sharing experiences, information, and insights among individuals and organizations to help one another learn and improve (Holste & Fields, 2010; Zubair et al., 2014). When done effectively,

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knowledge sharing can spark innovation, enhance decision-making, and improve overall business performance.

Previous studies have shown that knowledge sharing significantly contributes to improving business outcomes in MSMEs across various contexts. For instance, Fitriany et al. (2020) found that knowledge-sharing capabilities have a positive impact on both the competitiveness and performance of SMEs in Makassar. Similarly, Sentanu & Praharjo (2020) demonstrated that entrepreneurial orientation, when supported by effective knowledge exchange, leads to better innovation and operational outcomes. Moreover, Hariputra et al. (2023) highlighted that leadership commitment plays a key role in fostering knowledge sharing, which in turn enhances organizational performance. These findings underscore the strategic importance of integrating knowledge-sharing mechanisms into the core of MSME operations to foster long-term growth and resilience. However, many MSMEs in Indonesia lack structured ways to share knowledge effectively, often due to limited resources, time, or awareness (Ilmaniati & Putro, 2019; Putro & Ilmaniati, 2020).

Within the field of MSMEs, obstacles to knowledge sharing are both human and structural, as well as contextual in nature. Recent studies indicate that constrained resource, inadequate management literacy, and the absence of institutional support structures often obstruct the transfer of information, especially tacit knowledge, which is inherently human and experiential (Putro & Ilmaniati, 2020; Vătămănescu et al., 2022). Moreover, a lack of established trust among company stakeholders and workers may foster opposition to information sharing, stemming from apprehensions over the potential loss of individual competitive advantages (Hariputra et al., 2023). Additional pertinent obstacles include inadequate incentive structures and the absence of information sharing integration into routine work procedures. A recent study indicates that in the absence of a well-defined incentive system and an adaptable organisational structure, knowledge-sharing activities are likely to be inconsistent and unsustainable (Kim et al., 2020; Yaskun et al., 2023). In MSMEs, this situation is exacerbated by the prevalence of informal structures, which, although flexible, are often inadequately recorded, so constraining the systematic transfer of explicit knowledge.

Prior research indicates that information sharing is essential for enhancing MSME performance by fostering innovation, organizational learning, and competitive advantage. Numerous studies indicate that knowledge sharing practices enhance MSME business performance, both directly and indirectly through the mediation of entrepreneurial orientation, leadership, and innovation capabilities (Fitriany et al., 2020; Hariputra et al., 2023; Sentanu & Praharjo, 2020). Trust, incentive, organizational culture, organizational structure, and employee attitudes are significant drivers in promoting knowledge-sharing behavior (Ilmaniati & Putro, 2019; Zubair et al., 2014). Nevertheless, the majority of these research continue to see information sharing as a singular entity and assume its influence on corporate performance is uniform. Recent research, however, reveals mixed empirical results about the correlation between information sharing and MSME success. Certain research suggest that information sharing does not consistently lead to substantial performance enhancements, prompting inquiries into the circumstances and processes of its impact (Artono et al., 2025). The research gap stems from the scarcity of studies that clearly differentiate between tacit and explicit knowledge sharing and correlate them with several performance characteristics, including marketing and financial success. Moreover, there exists a paucity of study that concurrently incorporates human and structural components into a singular empirical model pertaining to Indonesian MSMEs.

Enhanced marketing performance, including product innovation, client expansion, and expedited market reaction, serves as a significant marker of the efficacy of tacit knowledge dissemination. Operational efficiency, cost management, and revenue expansion demonstrate effectiveness of deliberate information dissemination (Rajapathirana & Hui, 2018; Vătămănescu et al., 2022). This research aims to fill that gap by developing a knowledge-sharing approach tailored to the specific needs of Indonesian MSMEs. By identifying the factors that promote employee engagement in knowledge sharing, including trust, motivational strategies, organisational culture, structural dynamics, and employee attitudes, we aim to develop a practical framework that enhances MSME performance through improved collaboration, learning, and innovation. This method enhances the empirical validity of the model and

provides practical guidance for MSMEs and policymakers on implementing sustainable knowledge management strategies.

LITERATURE REVIEW

Business Performance

Management activities carried out on an ongoing basis by organisations lead to the anticipation of future value and the creation of trust, which ultimately enhances the organisation's business performance (Kim et al., 2020). Business performance is crucial to note because it has a significant impact on the sustainability of an organisation. In addition to financial performance, business performance can also be viewed non-financially. This is necessary because financial performance only examines the tangible value of an organization (i.e., its financial condition) and overlooks the intangible value (such as customer satisfaction, market share, and so on). According to Yaskun et al. (2023), improving MSMEs' business performance through profit growth, sales growth, and customer growth is a benchmark for staying ahead of the competition. For this reason, in this study, business performance will be measured from two aspects, namely marketing performance and financial performance (Rajapathirana & Hui, 2018).

Knowledge Sharing Model

Knowledge sharing is widely seen as a key driver of business success, as acknowledged by managers from different companies (Zanjani & Mehregan, 2009). For this reason, it is necessary to build a conceptual model of knowledge sharing consisting of various factors that are considered to have a positive relationship with knowledge sharing (both tacit and explicit knowledge sharing). According to Lestari et al. (2020), knowledge sharing is a method or step in the knowledge management cycle that provides opportunities for members of a group or organization to share knowledge—based on research Ilmanati & Putro (2019); Zubair et al. (2014) stated several factors that influence knowledge sharing, namely: (1) trust; (2) motivation method; (3) organizational culture; (4) organizational structures; and (5) employee attitude.

Tacit knowledge is highly personal. Holste & Fields (2010) emphasise that trust is the primary key to sharing tacit knowledge, as it involves the willingness to share personal experiences and insights. Similarly, an employee's attitude dictates their inclination to engage in this social interaction. Conversely, explicit knowledge requires structural support. Wang & Wang (2012) note that management mechanisms and procedures (structure) encourage the dissemination of explicit knowledge.

Based on these theoretical underpinnings, we formulate the following hypotheses regarding the antecedents:

- H1: Trust has significant influence on (a) tacit knowledge sharing and (b) explicit knowledge sharing
- H2: Motivation method has a significant influence on (a) tacit knowledge sharing and (b) explicit knowledge sharing
- H3: Organizational culture has significant influence on (a) tacit knowledge sharing and (b) explicit knowledge sharing
- H4: Organizational structure has significant influence on (a) tacit knowledge sharing and (b) explicit knowledge sharing
- H5: Employees attitude has significant influence on (a) tacit knowledge sharing and (b) explicit knowledge sharing

Knowledge Sharing and Business Performance

Knowledge sharing is a social interaction between individuals that involves the exchange of knowledge, experience and skills possessed by these individuals. Within the organisation, knowledge about changing customer interests and competitors' actions, obtained from various sources, is shared with

individuals and interpreted. This knowledge is stored and will later be used to identify market opportunities and create superior value for customers (Preda, 2013). Some researchers enhance business performance by developing new products and services, which is achieved through strengthening production and knowledge sharing within the organization (Kim et al., 2020). The research results from Sentanu & Praharjo (2020) indicate increasing knowledge sharing has a positive impact on the performance of SMEs. According to Fitriany et al. (2020), the support of knowledge-sharing factors influences efforts to run business strategies effectively and efficiently, providing the strength and competitiveness necessary to navigate competition, thereby improving business performance as desired. This indicates that when knowledge is shared effectively, it can significantly enhance an organization's performance (Hariputra et al., 2023; Putro & Ilmaniati, 2020; Sentanu & Praharjo, 2020; Vătămănescu et al., 2022; Wang & Wang, 2012).

Nevertheless, current literature reveals a notable inconsistency. Although the prevailing view assumes that knowledge sharing inherently boosts business performance, recent studies suggest this relationship is not always linear. Artono et al. (2025), for instance, it demonstrates that for SMEs, knowledge sharing alone may be insufficient to drive performance significantly. This discrepancy between theoretical assumptions and on-the-ground reality highlights a pivotal gap in the current body of knowledge."

Addressing the gap highlighted by Artono et al. (2025), this study proposes that the impact on performance depends on the type of knowledge shared. Business performance itself is multidimensional, covering both financial and marketing aspects to capture tangible and intangible values (Kim et al., 2020; Rajapathirana & Hui, 2018). Tacit sharing fosters innovation through face-to-face transfer of expertise, directly enhancing marketing performance (e.g., product development). Meanwhile, explicit sharing ensures procedural efficiency, which is critical for financial stability. By distinguishing these pathways, this study aims to clarify the mixed results found in previous research by proposing the following hypothesis:

H6: Tacit knowledge sharing has significant influence on (a) marketing performance and (b) financial performance

H7: Explicit knowledge sharing has significant influence on (a) marketing performance and (b) financial performance

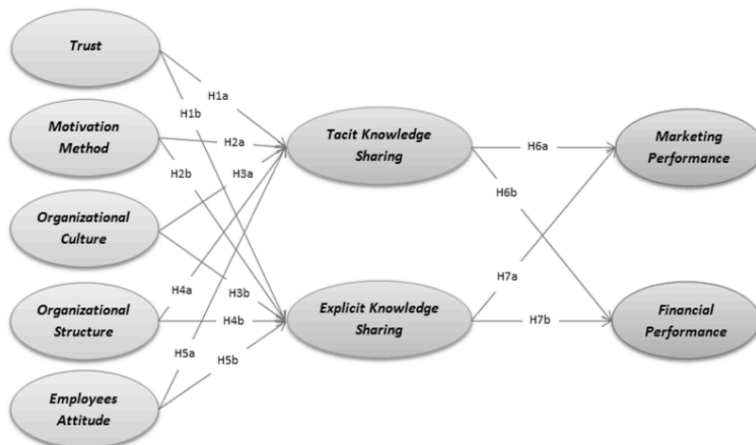


Figure 1. Conceptual Model
Source: Developed by Authors (2025)

METHODS

This study employs a causal quantitative approach to investigate the factors that motivate employees in MSMEs to engage in knowledge-sharing behaviours, as well as to examine the relationship between knowledge sharing and improved performance in MSMEs. This study deliberately focuses on MSMEs in Pematangsiantar City to ensure contextual depth, data accessibility, and empirical relevance. Pematangsiantar represents a growing secondary city in Indonesia, characterized by a high concentration of MSMEs, particularly in the food and beverage sector, making it a suitable setting for investigating knowledge-sharing practices in resource-constrained environments (KemenkopUKM, 2020).

Table 1. Operational Definition of Variables

Variable	Code	Measurement Indicators	References
Trust (TR)	TR1	Trust in coworkers' knowledge	Ilmaniati & Putro (2019); Zubair et al. (2014)
	TR2	Trust in coworkers' skills	
	TR3	Willingness not to deceive coworkers	
	TR4	Confidence in coworkers' willingness to help	
Motivation	MM1	Adequate salary	Ilmaniati & Putro (2019); Zubair et al. (2014)
Method (MM)	MM2	Provision of bonuses to increase work motivation	
	MM3	Clear bonus policy	
	MM4	Appreciation for high-performing employees	
Organizational Culture (OC)	OC1	Friendly attitude of employees	Ilmaniati & Putro (2019); Zubair et al. (2014)
	OC2	Appropriate use of technology	
	OC3	Cooperation among employees	
Organizational Structure (OS)	OS1	Participatory decision-making methods	Ilmaniati & Putro (2019); Zubair et al. (2014)
	OS2	Ease of information flow	
	OS3	Existence of cross-functional teams	
Employees Attitude (EA)	EA1	Knowledge sharing is an enjoyable experience	Ilmaniati & Putro (2019); Zubair et al. (2014)
	EA2	Knowledge sharing is valuable	
	EA3	Knowledge sharing is a wise practice	
	EA4	Inter-organizational knowledge sharing requires careful consideration	
Tacit Knowledge Sharing (TK)	TK1	Employees frequently share work experiences with coworkers	Wang & Wang (2012)
	TK2	Employees frequently ask coworkers about their work experiences	
	TK3	Employees frequently share their professional expertise with coworkers	
Explicit Knowledge Sharing (EK)	EK1	The majority of organizational documents can be accessed freely	Wang & Wang (2012)
	EK2	Employees frequently share organizational reports or documents with coworkers	
	EK3	Employees frequently gather information about organizational reports or documents from coworkers	
	EK4	Employees are involved in training and development programs	
	EK5	Information systems are available to support the implementation of knowledge sharing	
Marketing Performance (MP)	MP1	Improvement in service quality	Rajapathirana & Hui (2018); Wang & Wang (2012)
	MP2	Increase in customer satisfaction	
	MP3	Increase in market share	
	MP4	Increase in sales volume	
Financial Performance (FP)	FP1	Higher return on investment	Rajapathirana & Hui (2018); Wang & Wang (2012)
	FP2	Higher return on sales	
	FP3	Increase in organizational profit	

Source: Created by Authors (2025)

From a methodological perspective, focusing on a single city reduces contextual heterogeneity related to regional regulations, cultural norms, and economic structures, thereby increasing internal validity and facilitating a more straightforward interpretation of causal relationships. The sample size of 374 MSMEs

was determined to ensure adequate statistical power and robustness for hypothesis testing using Partial Least Squares Structural Equation Modelling (PLS-SEM). PLS-SEM is particularly suitable for exploratory and predictive research with complex models and does not require strict assumptions of multivariate normality. Prior methodological guidelines recommend that sample size should exceed both the minimum requirement based on the 10-times rule and more rigorous power-based criteria. Given the number of constructs and structural paths in the proposed model, a sample of 374 far exceeds the minimum threshold, thereby enhancing the stability and reliability of parameter estimates. Further explanation regarding the operational definition of this research can be found in Table 1.

FINDINGS

The questionnaire was distributed offline by the surveyor, resulting in 374 responses. The majority of respondents are female (63.90%), with the age range of 17-30 years (30.48%) and 31-40 years (28.07%). The majority of respondents are at the Senior High School education stage (62.03%). Then, it is known that the majority of businesses have been open for 1-5 years (33.96%) and 6-10 years (25.94%). The results of the questionnaire showed that the majority of businesses are classified as micro-enterprises with a net worth of ≤ IDR 50,000,000 (62.57%) and annual sales of ≤ IDR 300,000,000 (65.51%). See more in Table 2.

Table 2. Demographic Characteristics of Respondents

Category	Item	Frequency	Percentage (%)
Gender	Male	135	36.10
	Female	239	63.90
Age (Years)	17-30	114	30.48
	31-40	105	28.07
	41-50	86	22.99
	51-60	44	11.76
	>60	25	6.68
	Education Level	Primary School	43
	Junior High School	39	10.43
	Senior High School	232	62.03
	Diploma	20	5.35
	Bachelor's Degree	37	9.89
	Master's Degree	2	0.53
	Doctorate	0	0.00
	No Formal Education	1	0.27
Years in Business	<1	16	4.28
	1-5	127	33.96
	6-10	97	25.94
	11-15	54	14.44
	16-20	36	9.63
	>20	44	11.76
Net Worth	≤ IDR 50,000,000	234	62.57
	IDR 50,000,000 – IDR 500,000,000	111	29.68
	IDR 500,000,000 – IDR 10,000,000,000	29	7.75
Annual Sales Revenue	≤ IDR 300,000,000	245	65.51
	IDR 300,000,000 – IDR 2,500,000,000	106	28.34
	IDR 2,500,000,000 – IDR 500,000,000,000	23	6.15

Source: Data processed (2025)

The validity of the measurements was confirmed through tests of convergent and discriminant validity. For convergent validity, each indicator for variables such as trust, motivation methods, organisational culture and structure, employee attitudes, tacit and explicit knowledge sharing, as well as marketing and financial performance, yielded strong results loading factors were above 0.7, and Average Variance Extracted (AVE) values exceeded 0.5. This means that most of the variation in the data is well explained by the underlying constructs, indicating solid convergent validity. For discriminant validity, the cross-loading values for all variables were above 0.7, confirming that each construct is distinct and measured correctly. Additionally, composite reliability and Cronbach's alpha scores for each variable were above

0, reflecting good internal consistency and reliability in measuring the concepts. See the results on Table 3.

Table 3. Validity and Reliability Test

Variables	Item	Loading Factor	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Trust (TR)	TR1	0.827	0.763	0.906	0.844
	TR2	0.894			
	TR4	0.899			
Motivation Method (MM)	MM1	0.768	0.616	0.865	0.808
	MM2	0.807			
	MM3	0.727			
	MM4	0.832			
Organizational Culture (OC)	OC2	0.865	0.754	0.860	0.673
	OC3	0.871			
Organizational Structure (OS)	OS1	0.834	0.727	0.888	0.816
	OS2	0.904			
	OS3	0.817			
Employees Attitude (EA)	EA2	0.830	0.662	0.854	0.744
	EA3	0.751			
	EA4	0.856			
	TKS2	0.889			
Tacit Knowledge Sharing (TKS)	TKS2	0.889	0.790	0.883	0.734
	TKS3	0.889			
Explicit Knowledge Sharing (EKS)	EKS1	0.884	0.758	0.940	0.921
	EKS2	0.860			
	EKS3	0.917			
	EKS4	0.857			
	EKS5	0.834			
Marketing Performance (MP)	MP3	0.894	0.796	0.887	0.744
	MP4	0.891			
	FP1	0.843			
Financial Performance (FP)	FP1	0.843	0.782	0.915	0.867
	FP2	0.912			
	FP3	0.898			

Source: Data processed (2025)

Table 4. Discriminant Validity

Variable	EA	EKS	FP	MP	MM	OC	OS	TKS	TR
EA	0.814								
EKS	0.104	0.871							
FP	0.321	0.208	0.885						
MP	0.325	-0.160	0.192	0.892					
MM	0.437	0.183	0.504	0.138	0.785				
OC	0.513	0.027	0.331	0.365	0.580	0.868			
OS	0.256	0.412	0.203	0.013	0.320	0.225	0.853		
TKS	0.488	-0.069	0.026	0.593	0.223	0.427	0.052	0.889	
TR	0.328	-0.126	-0.052	0.551	0.286	0.514	0.073	0.598	0.874

Source: Data processed (2025)

The discriminant validity chart above indicates that the discriminant validity among constructs has been well achieved. The square root of the Average Variance Extracted (AVE) for each construct, shown on the main diagonal, consistently exceeds the correlation values with other constructs in the corresponding

row and column. The EA construct has an AVE root value of 0.814, exceeding its correlations with other constructs, including EKS (0.104), FP (0.321), and OC (0.513). A similar trend is seen in the constructs EKS (0.871), FP (0.885), MP (0.892), MM (0.785), OC (0.868), OS (0.853), TKS (0.889), and TR (0.874), whereby all diagonal values above the correlations across related constructs (see Table 4). This criterion indicates that each concept can account for the variation of its indicators more effectively than the variance attributed to other constructs. Consequently, it can be inferred that each construct in the model has enough conceptual distinctiveness and does not exhibit overlap, thereby satisfying the discriminant validity requirements as per the Fornell–Larcker methodology overall.

Table 5. R-Square Test

	R-square	R-square Adjusted
Tacit Knowledge Sharing	0.463	0.455
Explicit Knowledge Sharing	0.207	0.196
Marketing Performance	0.366	0.362
Financial Performance	0.045	0.040

Source: Data processed (2025)

Based on the R-square values obtained, tacit knowledge sharing showed a value of 0.463, indicating that the exogenous variables moderately explain the variance in tacit knowledge sharing. In contrast, explicit knowledge sharing had an R-square of 0.207, suggesting a relatively low explanatory power of the exogenous variables for this construct. Marketing performance exhibited an R-square of 0.366, which also reflects a low level of variance explained by the exogenous factors. Meanwhile, financial performance recorded an R-square value of 0.045, indicating a negligible explanatory contribution from the exogenous variables (Ghozali, 2021).

For hypothesis testing, a significance test was conducted to assess relationships between the exogenous and endogenous variables. The criteria for significance were based on the p-value at the 5% significance level. If the p-value was less than 0.05, it was concluded that exogenous variables had a statistically significant effect on the endogenous variables. Conversely, a p-value greater than 0.05 indicated that the exogenous variables did not have a significant impact. The results of the hypothesis testing are presented in Table 5.

Table 6. Hypothesis Result

Path	β	t-Statistics	P-Value	Result
TR → TKS	0.479	9.285	0.000	Supported
MM → TKS	-0.086	1.005	0.315	Not Supported
OC → TKS	0.064	0.935	0.350	Not Supported
OS → TKS	-0.060	1.354	0.176	Not Supported
EA → TKS	0.351	6.743	0.000	Supported
TR → EKS	-0.169	2.860	0.004	Supported
MM → EKS	0.131	1.471	0.142	Not Supported
OC → EKS	-0.069	0.936	0.350	Not Supported
OS → EKS	0.388	5.740	0.000	Supported
EA → EKS	0.038	0.673	0.501	Not Supported
TKS → MP	0.585	15.980	0.000	Supported
TKS → FP	0.041	0.747	0.455	Not Supported
EKS → MP	-0.119	2.682	0.008	Supported
EKS → FP	0.211	4.493	0.000	Supported

Source: Data processed (2025)

The findings of the hypothesis testing in Table 6 indicate that not all study hypotheses (H1–H7) were empirically supported. The analytical findings for H1 indicated that trust significantly influenced tacit knowledge sharing (H1a was approved), whereas it had a considerable negative impact on explicit knowledge sharing (H1b was accepted). This discovery suggests that interpersonal trust is a crucial element in promoting implicit knowledge exchange, while simultaneously diminishing need on formal documentation. Additionally, H2, which examined the impact of motivational strategies on tacit and explicit knowledge sharing, was not substantiated, since both H2a and H2b exhibited p-values beyond 0.05. This suggests that incentives or formal motivational strategies have not effectively promoted

knowledge-sharing behavior inside MSMEs.

The test findings indicate that corporate culture does not significantly influence tacit or explicit knowledge exchange, leading to the rejection of H3a and H3b. This study suggests that the informal organizational culture in MSMEs has not been effectively integrated into knowledge-sharing processes. Moreover, H4 presents divergent outcomes, indicating that organizational structure does not significantly influence tacit knowledge sharing (H4a is rejected), but has a favorable and substantial impact on explicit knowledge sharing (H4b is accepted). This affirms that organizational structure is more pertinent in facilitating recorded and standardized knowledge-sharing practices. The analysis results for H5 indicate that employee attitude significantly influences tacit knowledge sharing (H5a is accepted), but does not significantly affect explicit knowledge sharing (H5b is rejected), suggesting that individual attitudes are more critical in the exchange of experiential knowledge than in formal knowledge dissemination.

Additionally, the examination of H6 indicates that tacit knowledge sharing positively and substantially influences marketing success (H6a is accepted), whereas it does not have a major impact on financial performance (H6b is denied). This discovery indicates that tacit knowledge has a greater role in non-financial dimensions, including product creation and market comprehension. Ultimately, for H7, the study's findings demonstrate that explicit information sharing has a large negative impact on marketing performance (H7a is affirmed) and a favorable and significant influence on financial performance (H7b is affirmed). Consequently, it can be inferred that the influence of knowledge sharing on performance is conditional, reliant on the nature of the information and the performance metrics assessed, thereby underscoring the need for conceptual differentiation between tacit and explicit knowledge sharing in empirical model testing.

DISCUSSION

The results show that trust has a positive and significant effect on tacit knowledge sharing. This explains why tacit knowledge, which is personal, contextual, and difficult to codify, relies heavily on interpersonal relationships based on security and mutual trust. Without trust, individuals tend to be reluctant to share experiences, intuition, and practice-based learning for fear of losing personal advantage or being misused. This finding is consistent with Holste & Fields (2010) and Putro & Ilmaniyati (2020). Concrete steps to increase tacit knowledge sharing can be taken by strengthening a safe psychological climate through open communication, participatory leadership, and collaborative work interactions, thereby institutionalizing trust not only at the individual level but also throughout the organization. Motivational methods had no significant effect on tacit knowledge sharing. This finding explains why formal or financial incentives are less effective in encouraging the sharing of tacit knowledge, as this behavior is more driven by intrinsic motivation than extrinsic motivation. Tacit knowledge sharing requires strong personal will and social relationships, so reward-based approaches tend to be unable to address these affective aspects. These results align with Kim et al. (2020), who stated that formal managerial practices are not always effective in the MSME context. This can be improved by shifting the focus from material incentives to strengthening work meaning, social recognition, and collaborative learning.

Organizational culture does not significantly influence the sharing of tacit knowledge. This can be attributed to the characteristics of MSMEs, which typically have an informal, homogeneous, and family-oriented culture. Therefore, cultural variations are insufficient to explain differences in knowledge-sharing behavior. Cultural values are often not translated into concrete practices that encourage shared learning. The organizational culture (OC) construct in the questionnaire was assessed using indicators like amicable employee interactions, effective technology use, and collaboration among staff members. Despite these signs suggesting a favorable work environment, empirical evidence indicates that this overarching normative culture lacks the strength to stimulate tacit knowledge sharing, which is intrinsically personal, contextual, and reliant on individual experience. This finding is consistent with Ilmaniyati & Putro (2019). To enhance the role of culture, operationalizing cultural values in concrete routines, such as reflective discussions, mentoring, and experiential learning, rather than just normative value statements, can be achieved.

Organizational structure does not significantly influence tacit knowledge sharing. These results confirm that tacit knowledge is transferred more through direct interaction, observation, and shared experiences that do not require formal procedures or hierarchies. Moreover, this may also result from the simplistic, informal, and little differentiated organizational structure of the examined MSMEs, which does not significantly influence the sharing of tacit information. The construct of organizational structure (62S) is assessed using indicators like involvement in decision-making, the fluidity of information flow, and the existence of cross-functional teams. The descriptive findings from the questionnaire reveal that the majority of respondents assessed these indicators at a consistently uniform level, suggesting little difference in views of organizational structure across the examined MSMEs. In MSMEs, organizational structures tend to be simple, making them a non-differentiating factor; this finding aligns with Wang & Wang (2012). Increasing tacit knowledge can be implemented by tightening the structure, but by creating spaces for informal interactions, such as cross-functional teamwork and practice-based learning.

Team member attitudes have a positive and significant effect on tacit knowledge sharing. This result is attributed to positive attitudes, such as openness, willingness to help, and a collaborative orientation, which encourage individuals to share their experiences and implicit knowledge voluntarily. Tacit knowledge is highly dependent on individual intentions and dispositions. This finding is consistent with Hariputra et al. (2023). This can be improved by developing attitudes through soft skills training, collaborative learning, and exemplary leadership that emphasizes the value of sharing as a valued behavior. Trust has a significant but negative effect on explicit knowledge sharing. The results of the data analysis reveal a negative relationship, which arises because, in the context of MSMEs, high levels of trust encourage reliance on informal communication, thereby reducing the need for written documentation and procedures. This implies that excessive trust creates new problems in terms of explicit knowledge sharing, especially for entrepreneurs who are still new to the world of entrepreneurship, consistent with previous research by Putro & Ilmaniati (2020). This can be improved by balancing interpersonal trust with formal systems, such as simple documentation standards and knowledge recording training.

Motivation methods have no significant effect on explicit knowledge sharing. These results confirm that knowledge documentation is often perceived as an additional administrative burden; therefore, incentives alone are insufficient to change behavior. Without supporting systems and skills, motivation does not translate into action. Moreover, questionnaire data reveals that explicit knowledge sharing activities such as disseminating organizational documentation, work reports, and using information systems are seen as supplementary administrative jobs, rather than actions intrinsically associated with incentives or recognition. The poor correlation of 0.183 between the motivation method and explicit information sharing indicates that, despite respondents feeling financially incentivized, this motivation did not manifest in knowledge recording and documenting behaviors. This finding aligns with Kim et al. (2020). Concrete steps that can be taken include simplifying the documentation process, providing easy-to-use digital tools, and integrating knowledge recording into routine workflows.

Organizational culture has no significant effect on explicit knowledge sharing. This result is attributed to the informal culture of MSMEs, which often lacks emphasis on documentation and standardization. Cultural values are not directly linked to knowledge recording practices. Moreover, questionnaire data indicates that although respondents saw working relationships and cooperation as effective, this perception was not supported by a systematic exchange of papers, reports, or written information. The minimal association of 0.027 between organizational culture and explicit knowledge sharing suggests that a congenial and collaborative work environment does not inherently promote the formal documentation and dissemination of information by people. Therefore, to improve explicit knowledge sharing, a process-based culture can be implemented, where documentation is positioned as a learning and efficiency tool, rather than merely a control tool (Vătămănescu et al., 2022).

The organizational structure has a positive and significant impact on the sharing of explicit knowledge. These results confirm that explicit knowledge requires formal mechanisms such as task allocation, workflow, and documentation procedures. A clear structure facilitates the storage and distribution of knowledge (Wang & Wang, 2012). Improving this is achieved by designing a simple yet functional

structure, including assigning documentation responsibilities and using flexible standard operating procedures (SOPs). Employee attitudes did not significantly influence explicit knowledge sharing. These results confirm that while positive attitudes are important, explicit knowledge sharing relies more on formal systems and tools. Without structural support, individual intentions are insufficient. Improving this is achieved by combining attitude development with the provision of a practical documentation system.

Tacit knowledge sharing has a significant positive effect on marketing performance. This is because sharing experiences and market insights improves product innovation, customer understanding, and market responsiveness. This finding aligns with Fitriany et al. (2020). To improve this, encourage customer experience-based learning and cross-functional marketing discussions. Tacit knowledge sharing had no significant impact on financial performance. These results clearly confirm that financial impact requires greater efficiency and standardization associated with explicit knowledge, which is often long-term. To enhance its impact, convert tacit knowledge into operationalized explicit knowledge.

Explicit knowledge sharing has a significant but negative effect on marketing performance. These results reaffirm that excessive formality and procedures can reduce the flexibility and speed of MSME marketing responses. This finding aligns with Kim et al. (2020). This can be improved by maintaining a balance between documentation and marketing strategy agility. Explicit knowledge sharing has a significant positive effect on financial performance. This confirms that documentation and standardization improve operational efficiency, cost control, and process consistency, with findings consistent with those of Wang & Wang (2012). Improvements can be made by strengthening recording systems, standard operating procedures (SOPs), and using simple technology for knowledge management.

CONCLUSION

This study reveals that out of the ten hypotheses proposed to examine the factors influencing knowledge sharing, only four were supported by the data, while six were not. Regarding the impact of tacit and explicit knowledge sharing on marketing and financial performance, three out of four hypotheses were supported, with one showing no significant effect. From a theoretical standpoint, these findings contribute to the growing body of literature on MSMEs by extending the application of the Resource-Based View (RBV), particularly in the context of knowledge sharing and its role in driving business performance. On the practical side, the results provide valuable insights into what motivates employees to share knowledge and how this behaviour can impact the overall performance of MSMEs in Indonesia. However, this research has its limitations. It focuses solely on MSMEs in the food and beverage sector, which may restrict the generalizability of the findings. Future research is encouraged to explore other MSME sectors in order to gain a broader understanding of how knowledge sharing functions across different business contexts.

From a theoretical perspective, the study extends the knowledge management and resource-based view literature by empirically disentangling the roles of tacit and explicit knowledge sharing within MSMEs. It challenges the assumption of a uniform effect of knowledge sharing on performance and demonstrates that misalignment between knowledge type and performance dimension can produce weak or even adverse outcomes. By integrating individual-level and structural antecedents into a single model, this research advances a more contingent and context-sensitive understanding of knowledge as a strategic resource in small business settings. Practically, the findings imply that MSME owners and policymakers should avoid one-size-fits-all knowledge management interventions. Efforts to enhance marketing performance should prioritize trust-building, collaborative learning, and attitude development, whereas initiatives targeting financial performance should focus on simple but effective documentation systems, clear workflows, and supportive structures. Policymakers and support agencies can leverage these insights to design targeted capacity-building programs that align knowledge-sharing practices with specific performance objectives, thereby strengthening the sustainability and competitiveness of MSMEs.

It is recommended that MSME owners and managers invest in strengthening internal trust and building

a culture that encourages open communication and mutual respect. Implementing structured motivation methods such as performance-based incentives, recognition programs, and opportunities for personal growth can further stimulate employees' willingness to share their knowledge. Moreover, adopting an organisational structure that is flexible and less hierarchical will enable knowledge to flow more freely across all levels, thereby reducing bottlenecks and fostering collaboration. In parallel, providing training in communication and interpersonal skills will help reinforce positive employee attitudes toward knowledge sharing. For future initiatives, policymakers and business development agencies should design support programs that facilitate knowledge-sharing networks among MSMEs, including cross-industry learning platforms and mentorship schemes. Researchers may also explore the role of digital tools in enhancing tacit and explicit knowledge transfer, especially in resource-constrained MSME environments. Additionally, future studies could examine the longitudinal impacts of knowledge-sharing practices on business performance to better understand their long-term value and refine the proposed sharing model for wider adoption across different sectors of MSMEs in Indonesia.

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CONFLICT OF INTEREST STATEMENT

The authors declare that there is no conflict of interest regarding the conduct and publication of this research. All stages of the study, including data collection, analysis, and interpretation, were carried out independently and objectively, without any commercial, financial, or personal relationships that could inappropriately influence the findings.

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