Conceptual framework of knowledge sharing and project team performance relationship in design and build project

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Abstract. Increasing competition in construction requires improvement in human resources. An integrated project team that combines all project participants to work collaboratively requires a high level of coordination in working together and sharing knowledge to achieve goals. "Knowledge, it self-power," means that in the economic era of the twenty-first century, we have moved into a world where knowledge sharing is power. Therefore, the competitiveness of the company is derived from knowledge sharing to increase team efficiency and effectiveness in achieving goals. In the other hand, soft skill refers to various necessary skills, knowledge, and values of life, conceptual thinking, communicating well, working well, influencing others, and getting along with others. A further innovation is influenced by factors that come from individuals, such as locus of control, tolerance, values, education, experience. Knowledge sharing, in addition to changing innovation, also influence performance. This paper aims to build a framework of the project team performance and knowledge sharing on design and build project, through literature study. A review of some literature has been carried out, and the conceptual framework of knowledge sharing and project team performance relation is developed through soft skill and innovation.

1. Introduction
In recent years, an integrated project team that combined all project participants with working has gained increasing popularity in the construction industry [1,2]. It is revealed that "knowledge itself power" means that in this new economic era of the twenty-first century we have moved into a world where knowledge sharing is power. Therefore, the competitiveness of the company is derived from knowledge [3]. Knowledge management is an organization of knowledge held by individuals in an organization. One of the processes for improving knowledge management in organizations is knowledge sharing. Knowledge sharing is one component of knowledge management that has the strongest contribution to improving knowledge organizations [3]. For many organizations, knowledge management has become a key success factor. However, many organizations have not succeeded in implementing the knowledge management concept. One reason is the lack of success of the organization to encourage knowledge sharing. Not many organizations know and are aware that there is potential for hidden knowledge within the organization.

The study is researched the composition of stored knowledge namely 42% in the minds of employees, 26% in paper documents, 20% in electronic documents and 12% in electronic knowledge-bases [4]. Without adequate knowledge sharing, teams can experience coordination problems [5]. Besides, effective knowledge sharing can lead to increased team efficiency and effectiveness in achieving their goals [4]. Knowledge sharing among people involved in it will be able to create cooperation that accepts
and gives among employees, so it will encourage the ability to innovate. Knowledge sharing, in addition to influencing innovation, also influences performance.

2. Research Methodology
The study was conducted to find out the map of the research that wanted to be done. This article explains its importance in the research process, its differences and similarities while offering in-depth advice on how knowledge sharing can be built and used in the design and build construction projects through literature studies.

3. Literature Review

3.1. Knowledge Sharing
An essential part of knowledge management is how to encourage individuals in the organization to share knowledge (knowledge sharing), sourced from the information and experience they have. That the basic concept in knowledge management is the existence of knowledge that can be shared by human resources in the organization, communicating information, insights, experiences, preferences and learning [6]. Knowledge sharing is believed to be one of the most important things in knowledge management. As a knowledge management system is a valuable input and knowledge sharing is the critical process, then organizational innovation and performance are the output of the process. The company objectives that have been set will be achieved effectively if knowledge management in the company must activate the conversion of knowledge from implicit to explicit instruction [7].

In the Review of soft within knowledge management skills, it is said that one of the methods used to achieve knowledge management is to carry out knowledge sharing where the way to share knowledge implies that adequate competence of these employees participates in the process of sharing knowledge to be efficient. Sharing this knowledge includes, inter alia, coordination, methodological, social, intercultural, professional and personal competencies, collaboration and communication.

Management knowledge is mostly from ideas, experiences, and procedures that are considered right, directing to think, behave and communicate with others. "Knowledge management is the whole set of insights, experiences, and procedures that are considered correct and true and that, therefore, guides the thought, behaviour and communication of people" [5]. Knowledge sharing is expected to be able to encourage the ability of human resources to innovate and find creative ideas. The willingness of employees to contribute and gather knowledge enables companies to improve their innovation capabilities [4]. Knowledge sharing is a detailed shared understanding in providing information access for employees by using a network of knowledge in organizations that are considered to be able to drive innovation.

3.2. Soft Skill
Soft skills are defined as skills, abilities, and characteristics related to personality, behavioural attitudes rather than formal or technical knowledge [8]. Soft Skill refers to various basic skills, knowledge, and life values, personal habits, friendliness, and high optimism, communicating well, working with good, influence others, and get along with other people. The previous research states that soft skills are recognized as the attitude of the mind, which can adapt to the surrounding situation, individual needs and emotional and spiritual strength of each person to suggest appropriate actions.

These factors form the locus of control, creativity, innovation, implementation, and growth, which then develop into a big entrepreneur. Internally, innovation is influenced by factors that originate from individuals, such as locus of control, tolerance, values, education, experience. While factors that originate from the environment that influence include role models, activities, and opportunities. This proves that both hard skills and soft skills have a big influence on employee performance.

3.3. Innovation
According to Rogers, one of the leading authors of innovation books, explains that innovation is an idea, practice, or object that is perceived as new by individuals or other units of adopters. So innovation is an idea, practice, or object that is considered new by another individual adoption unit. This understanding of Damanpour and Rogers shows that innovation can be tangible or intangible. So the dimensions of innovation are very broad. Understanding innovation as being appropriate which is only synonymous with technology will narrow the true context of innovation.

Furthermore, Albury explained in detail that "successful innovation and implementation of new processes, products, services, and methods of delivery which results in significant improvements in outcomes efficiency, effectiveness, or quality". This explains that the hallmark of successful innovation is the creation and utilization of new processes, new products, new services and new delivery methods, resulting in significant improvements in efficiency, effectiveness and quality.

Organizations that want to advance must have innovative capabilities to improve the performance of innovation both individually and organizationally, through knowledge sharing capabilities. Knowledge sharing among people involved in it will be able to create cooperation that accepts and gives among employees, so it will encourage the ability to innovate. Knowledge sharing can improve a company's ability to innovate [9, 10].

3.4. Performance
Performance is the ability to achieve organizational tasks by using resources effectively and efficiently [5,11]. The intended resources include human resources, all wealth, capabilities, organizational processes, company attributes, information and knowledge controlled by the company. Performance is defined as a description of the level of achievement of activities, programs and policies by using a number of resources to achieve the stated goals. Based on some of these opinions indicate that to achieve maximum organizational work results is to manage and utilize organizational resources properly. Performance is influenced by three main groups in organization, as shown in figure 1.

![Figure 1. Theory of Action and Job Performance : Best Fit [12]](image)

Performance appraisal is defined as a process of evaluating how well employees do their work compared to a set of standards and then communicate that information to employees. The standards in question are work quality, quantity, reliability, knowledge and their work relations.

4. Result and Discussion
In a project, knowledge is created and shared with a focus on the task. Learning occurs through discussion and sharing of knowledge between team members as they complete tasks [1,5,11]. Younger team members must be encouraged to do so by learning from more experienced staff, for example, to
gain new knowledge. The sharing process needs to be supported by an environment that allows team members to acknowledge mistakes and openly discuss solutions to problems [12].

As the name implies design and build, in this procurement system the design and construction responsibilities are integrated or put together. Design and build integrated projects, the criteria include fast delivery of the construction process, rapid start of the project, effective communication between the project parties, flexibility of design changes, one point of responsibility, complexity of design, transfer of risk to the contractor.

At time constraints (time constraints), the project team continues to work against the time pressure to reach the goal. This is a factor that continually presses team members when doing projects. The temporary nature of the project also has an effect on limiting the knowledge shared and acquired in the project, this mainly occurs when project complexity increases where the more complex the project is, the more difficult it is for project team members to share knowledge.

It is difficult for project members to share effectively when their organization is structured temporarily. Often after the project is finished, the team is divided and working on a new project. If the knowledge is not taken from this experience, it can often disappear, which can be a serious problem for companies in the knowledge-based industry. Time constraints during the project have an impact on sharing knowledge in the project team. This study shows that due to time constraints, there are situations in which capturing and sharing knowledge is limited. This problem not only affects the opportunity to capture and share knowledge, but also the quality of the documented knowledge. This illustrates the obstacles created by time constraints, mistakes can be prevented when project team members have more time to capture and share knowledge with other members.

The Project Team structure, often consisting of team members from various experts. Members of this project assume various roles in team projects. Although there are advantages to this structure, they can also act as a barrier to knowledge sharing. One example is that teams with different roles can work in parallel with one another independently, as long as there is no need for knowledge flowing between the two parties. The problem that can affect the flow of knowledge shared is if the company suffers from more hierarchical structures. If there are fewer structures involved, there are more opportunities for knowledge to be shared because employees care less about their own position in terms of securing power [11].

In social research, several researchers have been numerous expresses the importance of the role of knowledge sharing for innovation and organizational performance. Similarly, the results of the research of Ofori which aims to identify the influence of behavior of individual and organizational knowledge sharing on organizational innovation capabilities. This study provides a recommendation that leadership motivation plays an important role in the knowledge sharing process compared to reward factors for improving innovation capabilities. Both of these studies show that knowledge sharing will be able to influence the ability of innovation if it is supported by the role of leadership as the company's strategic policy maker.

Knowledge sharing is the main task of knowledge management. Knowledge or knowledge is the main source of assets in an organization or project. Implementing tacit knowledge into explicit knowledge can encourage or direct organizations to work together, communicate, based on fundamental life values which are indicators that describe soft skills to then innovate in the hope that project performance is more effective, efficient. The variables that can build the performance of the project team are shown in figure 2.
5. Conclusion
From the description, based on the results of previous studies. It can be concluded that to build the performance of the design and build project team, it can be built from knowledge sharing, soft skills and innovation.

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Figure 2. Variables that build the performance of the project team
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