



**TECHNIUM**  
**SOCIAL SCIENCES JOURNAL**

**Vol. 16, 2021**

**A new decade  
for social changes**

[www.techniumscience.com](http://www.techniumscience.com)

ISSN 2668-7798



9 772668 779000

## **The Importance of Knowledge Management in Increasing the Innovation of Tourism Staff: A Case Study at Taman Mini Indonesia Indah (TMII)**

**Iwan Sukoco<sup>1</sup>, Robby Irvawan<sup>2</sup>, Bambang Hermanto<sup>3</sup>, Herwan Abdul Muhyi<sup>4</sup>**

<sup>1 2 3 4</sup>Doctoral Program of Business Administration, Faculty of Social and Political Sciences, University of Padjadjaran, Bandung - INDONESIA

Corresponding Author: [iwan.sukoco@unpad.ac.id](mailto:iwan.sukoco@unpad.ac.id)

Co-authors: [robby19003@mail.unpad.ac.id](mailto:robby19003@mail.unpad.ac.id), [b.hermanto@unpad.ac.id](mailto:b.hermanto@unpad.ac.id), [herwan@unpad.ac.id](mailto:herwan@unpad.ac.id)

**Abstract.** The knowledge inherent in employees is an important thing to be managed by all business sectors including tourist attractions such as Taman Mini Indonesia Indah (TMII), because with good knowledge, companies or institutions will be able to develop various innovations. But the problem is what if the existing knowledge among employees is not evenly distributed, there are some people who are experienced or have a lot of knowledge, but there are also some people who still do not understand the knowledge they should have. This research is aimed at answering the question whether knowledge management has been understood by the staff working at Taman Mini Indonesia Indah (TMII), what are the obstacles encountered in implementing knowledge management, and what efforts should be made so that the staff can have the ability to manage their knowledge. This is a qualitative research with a case study approach. Data collection was carried out by interviewing 15 staff. The results showed that knowledge management, when accompanied by knowledge sharing, will produce great innovation for the company and the company must initiate knowledge sharing among employees so that each employee can inspire other employees to create innovation.

**Keywords.** Innovation, Knowledge Management, Knowledge Sharing

### **1. Introduction**

World tourists are getting smarter. They in choosing tourism destinations to visit will first make observations, research about the environment in the area, how to get there, what new attractions can be seen, whether the area is safe for tourists, how about food, health and so on. In the midst of this tourist trend, it is very important for Indonesia to be able to meet all the demands of tourists who are choosing the destination. We cannot deny the competition that occurs with neighbouring countries such as Thailand, Malaysia, Vietnam and Singapore, which are also very active in developing tourism in their countries.

In the midst of such trends, opportunities and challenges, it is time for tourism in Indonesia not only to be based on pursuing the number of tourists who come (quantity tourism), there are many, but provide little foreign exchange, but Indonesian tourism which in its development is able to bring quality tourists (Quality Tourism), the number that arrives is not much, but provides high foreign exchange. Referring to the 2019 TTCI report, it can be seen that the competitiveness of Indonesian tourism shows an increase. Indonesia in 2017 was at number 42, and in 2019 it rose two level to number 40 out of 140 countries. As for the 2019 TTCI Asia - Pacific Ranking, Indonesia is in 12th place with a score of 4.3, below Thailand and Malaysia

with a score of 4.5 and Singapore with a score of 4.8.<sup>1</sup> In his speech on the 2020 Financial Note, President Joko Widodo has stated that the focus of the Draft State Revenue and Expenditure Budget is directed at several things, the main thing is to strengthen the quality of human resources that are healthy, smart, skilled and prosperous.

The behaviour of tourism industry players and their consumers is increasingly shifting towards digital. They are becoming more mobile, personal and interactive. As much as 70% of search and share activities are done digitally.<sup>2</sup> They see their destination, order, and pay in one application on their smartphone quickly, cheaply and easily. This clearly makes industry players increasingly aiming at the digital realm. The travel agent industry can no longer rely on walk-in services for ticket reservations and choosing tour packages. In matters of traveling, on the upstream side, bookings (tickets) are already using a digital platform. Not surprisingly, nowadays the presence of online travel agents (OTA) is getting stronger day by day while leaving the traditional paper-based travel agency business.<sup>3</sup>

With these two examples of behaviour change, industry players and consumers are not surprised if the current era called the Tourism 4.0 era has become a trend in tourism development in a number of countries. One of them, Spain. The country of Matador has implemented Tourism 4.0 in a number of main destinations by building a digital ecosystem. The Indonesian government shows its seriousness in efforts to build human resources to sustain the era of Tourism 4.0. The first initiative chosen was even "start from people". Improve the quality of human resources first to have the ability to develop innovations to build a digital 4.0 ecosystem that makes it easy for the community and provides even better growth potential [1].

One of the ways to increase innovation is by applying knowledge management. In knowledge-based economy activities, including tourism, knowledge assets are considered as intangible resources that are strategically important for long-term and sustainable competitive advantage for an organisation [2]. [3] suggested that of the three components of knowledge management consisting of people, place and content, the role of information technology allows the loss of boundaries and constraints regarding the place where discussions occur (exchange of information and knowledge).

One of the tourist destinations in Jakarta is Taman Mini Indonesia Indah (TMII) which is located in East Jakarta. This is a replica of Indonesia consisting of traditional houses and various traditional costumes and cultures stretching from Aceh to Papua. TMII has a very large area, built as an excellent tourist spot not for recreation, such as a number of flora and fauna parks, various museums, performing theatres, an Imax theatre and accommodation facilities. It was built actually not only for recreation but also for education. Here visitors can at a glance view the exceptional breadth and full range of regional architecture in the Indonesian archipelago, where pavilion presents at least three typical examples of each regional style.<sup>4</sup>

But unfortunately, until now there are still many staff or officers who manage tourist attractions such as TMII do not understand fully what is meant by knowledge management, so it is difficult to create innovations for tourism development. This is one of the obstacles in developing human resources at TMII. For this reason, this research was conducted, namely to answer the following questions: (1) Do the officers in each pavilion in TMII understand what is meant by Knowledge Management, (2) What obstacles are encountered by officers at the pavilion in innovating, (3) How to improve knowledge management of officers at TMII. This research makes a very big

<sup>1</sup> <https://republika.co.id/berita/q24atb440/2020-mengejar-pariwisata-berkualitas>

<sup>2</sup> <https://datareportal.com/reports/digital-2019-global-digital-overview>

<sup>3</sup> Ibid

<sup>4</sup> [https://en.wikipedia.org/wiki/Taman\\_Mini\\_Indonesia\\_Indah](https://en.wikipedia.org/wiki/Taman_Mini_Indonesia_Indah)

contribution not only for the development of TMII, as a national tourist destination but also to the world of tourism in Indonesia in general, so that it can improve its quality starting from developing the competence of its personnel.

## **2. Review of Literature**

### *2.1 Definition of Knowledge Management*

According to [4], in [5], it is said that knowledge is not static. On the contrary, it is always changing and developing throughout the life of the organisation. In addition, the form of knowledge has the possibility to change, that is, it is possible to change the current tacit knowledge into new explicit knowledge and to convert the current explicit knowledge into new tacit knowledge. According to [6], in [5], knowledge is a mixture of structured experiences, values, contextual information, and expert insights that provide a framework for evaluating and incorporating new experiences and evaluations.

Knowledge management has aspects that are interrelated with each other, namely: people, process, and technology [7]. The three elements of knowledge management, namely people, process, and technology are important elements that can determine the success of knowledge management. Knowledge management is basically the integration of people and process, which is then supported by the use of technology to facilitate the exchange of information, knowledge and expertise so as to improve organisational performance.

[8] in [5], describe knowledge as dynamic, because knowledge is created through social interactions between individuals and organisations. Knowledge is specific in a particular context, depending on the time and place. [9], in [5], state that there are two types of knowledge, namely explicit and tacit knowledge. The two knowledge are different but have an important role in the development of an organisation or company.

In a book written by [10], it was found that according to Von Krogh, Ichiyo, and Nonaka, a summary of the ideas that underlie the notion of knowledge is presented: a. Knowledge is justified true believe. An individual justifies the truth of his belief based on his observations about the world. So when someone creates knowledge, he creates an understanding of a new situation by holding on to beliefs that have been confirmed. b. Knowledge is something that is both explicit and tacit. Some knowledge can be written on paper, formulated in the form of sentences, or expressed in the form of pictures. However, there is also knowledge that is closely related to feelings, skills and forms of whole language, personal perceptions, physical experiences, practical instructions (rule of thumb) and institutions. Effective creation of knowledge depends on the context in which that creation is possible. c. Knowledge creation involves five main steps. Von Krogh, Ichiyo and Nonaka in [10] state that organisational knowledge creation consists of five main steps, namely: a) Knowledge sharing; b) Creating a concept; c) Justifying the concept; d) Build a prototype; e) Disseminating knowledge

Researchers from Japan, [11] think that knowledge is dynamic and can change form from tacit to explicit or vice versa. Then they formulated a model for the knowledge creation process that enables the organisation to manage the process effectively. This Knowledge Management cycle consists of 4 stages and is known as Nonaka SECI, namely: 1. Socialization: At this stage there is a transfer of tacit-shaped knowledge to others. This transfer occurs through direct communication. As this knowledge passes into the heads of others, this form of knowledge is still tacit (tacit/tacit) 2. Externalization (externalization): Knowledge in the form of tacit can be turned into explicit by interpreting the knowledge that is in people's heads into a formal form that is easily understood by others (tacit \ explicit). 3. Determination Combination: Knowledge that is explicit is easy to share. In this phase the knowledge is shared among various people and allows this knowledge to improve with input from others. It can even encourage the formation

of new knowledge (explicit \ explicit). 4. Internalization: Knowledge that has been documented can be taken and used by others to increase their knowledge. When this explicit knowledge is in other people's heads, this knowledge turns into tacit (explicit \ tacit).

Figure 1  
Diagram SECI

From/To	Tacit	Explicit
Tacit	<p><b>Socialization</b> Create sympathized knowledge through the sharing of experiences and the development of mental models and technical skills. Language is unnecessary.</p>	<p><b>Externalization</b> Create conceptual knowledge through knowledge articulation using language. Dialogue and collective reflection needed.</p>
Explicit	<p><b>Internalization</b> Create operational knowledge through learning by doing. Explicit knowledge like manuals or verbal stories is helpful.</p>	<p><b>Combination</b> Create systemic knowledge through the systemizing of ideas. May involve many media and can lead to new knowledge through adding, combining and categorizing.</p>

Source: Nonaka & Takeuchi 1995, 57-71

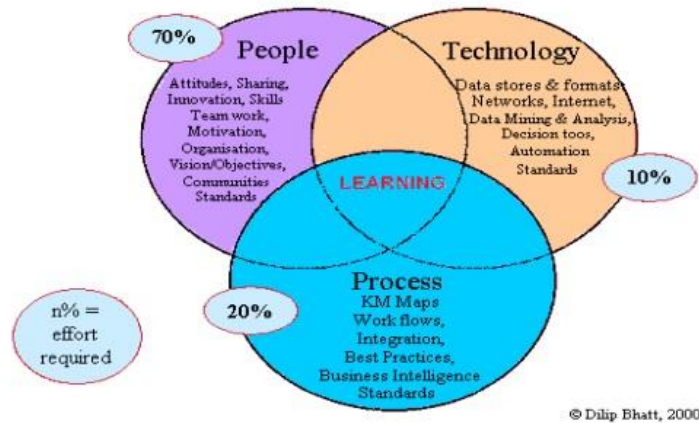
[12] in [10] also underlines two facts that greatly influence the success or failure of knowledge management, namely: a. Its application not only generates new knowledge, but also recycles existing knowledge. b. Information technology has not fully replaced the social network functions among organisational members.

Knowledge as the fundamental basis of competition [13], [14] and especially tacit knowledge, can be a source of excellence because it is unique, does not move perfectly, cannot be perfectly imitated and cannot be substituted. However, the processing of knowledge itself does not guarantee strategic advantage [15] on the contrary, the knowledge must be managed. This paradigm shift from resource-based view to knowledge management requires companies to further improve the management and use of all knowledge possessed by the company and its employees [16].

Based on these definitions, the authors conclude that tacit knowledge is knowledge that comes from experiences, beliefs, assumptions, and habits or learning processes that describe *know what* and *know why*, which is formed in individuals or groups which are difficult to identify, store, map and hard to divide. While explicit knowledge can be concluded that it is knowledge that comes from tacit knowledge that is articulated, codified, organized, in a particular media, so that it can be distributed to other parties who need it.

According to [7], knowledge management has three main components that are intertwined with one another, namely people, process, technology. These three components can produce learning for the organisation. The explanation for the three components is as follows [17].

Figure 2  
Three Components in Knowledge Management



Source : Bhatt (2000)

- a. People  
People are people who have knowledge, manage systems and processes, and are committed to the strategic knowledge process for the entire organisation. The culture of sharing encourages the spread of knowledge can be built through effective knowledge relationships, networks, and other social community strategies.
- b. Process  
Process is the arrangement and alignment of strategies, principles, processes, practices to ensure that knowledge management runs well when implemented.
- c. Technology  
Technology is an important role or supporting media in knowledge management, where competent individuals are needed when using it. Knowledge management system implementation requires a wide variety of tools involved throughout the knowledge management cycle. Technology is used to facilitate especially communication, collaboration, and content management for knowledge capture, sharing, dissemination, and application. In this case, technology acts as a support and enable for the organisation, because people are the most important component of knowledge management.

## 2.2 Knowledge Sharing for Innovation

Innovation is considered as an important mechanism for becoming more competitive and for survival in the global business world [18]. [19] states that if there is no innovation then nothing can talk about growth and competitiveness. In addition to innovation and knowledge management, it seems that the implementation of functional strategies is indispensable in supporting the success of organisational performance. [20] argues that there is a positive relationship when vertical communication is often carried out and strategy implementation is improved so that monitoring performance and organisational performance increase.

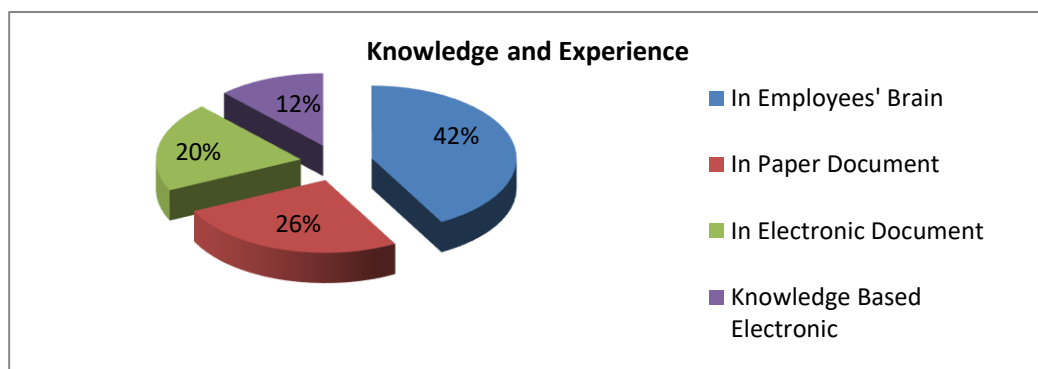
Prior to the implementation of knowledge management, each employee was not an inspiration to other employees if there was some kind of deadlock in the work. Therefore, it is necessary to have a culture of knowledge sharing among employees so that information about developments from the outside and from the inside can be spread thoroughly to all parts so that

the knowledge possessed by each employee is not buried within each employee. To achieve the success of knowledge management in the organisation requires support from internal parties, namely employees in the organisation. Good knowledge management can improve employee performance, namely through knowledge sharing, so that company performance will indirectly increase and have a competitive advantage [21].

This innovation era arises because the current business situation is influenced by many changes that are fast and unpredictable, these changes are mainly caused by the rapid development of information technology, globalization, and democratization [22], [23], [24]. In the government sector, demands for public services and transparency are unavoidable [24], therefore organisations must continually seek ways to create and realize value through innovation [25], [26].

Many organisations do not know the potential hidden knowledge (knowledge + experience) that their employees have. Delphi Group research in [10] shows that knowledge in organisations is stored in the structure of: - 42% in employees' minds (brains); - 26% paper documents; - 20% electronic documents; - 12% electronic knowledge base.

Figure 3  
Knowledge and Experience



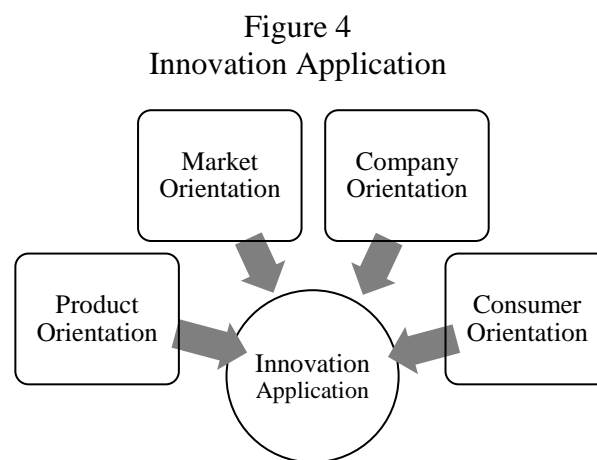
Source : Research of Delphi Group in Setiarso et.al. (2009)

Innovation process highly depends on knowledge, especially on tacit knowledge. New and valuable knowledge is created and converted into products, services and processes, by transforming general knowledge into specific knowledge. Works on knowledge creation by Nonaka consider knowledge as a main requisite for innovation and competitiveness [27].

The term innovation has been defined by Joseph Schumpeter as: commercialization of all combinations based on the utilization of (1) new materials and components, (2) new processes, (3) new markets, and (4) new organisational forms [25]. In other words, according to this definition, innovation is a composite of the two fields, namely the technical field and the business field. If it only involves technology, Schumpeter calls it invention, once the business sector is involved, innovation will emerge. The term innovation has always been interpreted differently by several experts. According to [28], innovation in a broad concept is not only limited to products. Innovation can be in the form of ideas, methods or objects that are perceived by someone as something new. Innovation is also often used to refer to changes that are perceived as new by the experiencing society. However, in the context of marketing and the context of consumer behaviour, innovation is associated with a new product or service. New to refer to a product that really has never existed before in the market and is new in the sense that

there are different things which are improvements from previous products that consumers have encountered in the market.

According to [29] in [30] there are four factors in the application of innovation, consisting of: (a) Product Orientation - Consumers like products that offer the best quality and performance and are innovative. Companies often design products without customer input. (b) Market Orientation - The key to achieving organisational goals consists of determining the needs and wants of the target market and providing better satisfaction than competitors. (c) Company Orientation - Determine the wants and needs of the target market and provide better satisfaction than competitors in a way that improves the welfare of consumers and society. (d) Consumer orientation, in principle in the spread of new products (innovation). Consumers want existing products to be available in many places, with high quality, but at low prices so that consumers consume more goods and even make repeated purchases.



Source : Nugroho (2003) in Siagian and Ikatrinasari (2019)

### 3. Method

In this study, researchers used a qualitative approach with the type of case study research and were descriptive in nature. A qualitative approach is an important approach to understanding a social phenomenon and the perspective of the individual being studied. A qualitative approach is also where the research procedure produces descriptive data in the form of written or spoken words from the behaviour of the people being observed [31].

According to [32] it is not enough if the Case Study questions only ask "what", but also "how" and "why". The question "what" is intended to obtain descriptive knowledge, "how" to obtain explanative knowledge, and "why" to obtain explorative knowledge. Yin emphasizes the use of "how" and "why" questions, because these two questions are considered very appropriate for gaining in-depth knowledge of the phenomena being studied. In addition, the form of the question will determine the strategy used to obtain data. According to [33], the case study research method is the right strategy to use in research that uses how or why research questions, the researchers have little time to control the events under study, and the focus of the research is contemporary phenomena, to track contemporary events.

It is important to understand that defining a case study, there is no single definition included in the social sciences, there is a broad definition divided into four categories [34]. The case study approach, according to [35] is used by considering (a) the focus of the research is to answer the "how" and "why" questions; (b) the researcher cannot manipulate the behaviour of those

involved in the research; (c) the researcher wants to cover the contextual condition because he believes it is relevant to what is being studied; (d) unclear boundary between phenomenon and context. This study explores the cases that occurred in TMII regarding the understanding of personnel in the pavilion about knowledge management and how organisations improve the quality of human resources in terms of knowledge management to increase innovation. Therefore, case study is the right approach for this research.

Data collection method in this study used semi-structured interviews to 15 pavilion officers at TMII. The purpose of this interview is to find out whether officer in each pavilion in TMII understands what is meant by Knowledge Management, what obstacles are encountered by officers at the pavilion in innovating and how to improve knowledge management officers at TMII.

#### 4. Results

From interviews conducted with 15 officers at the TMII pavilions, the researcher got the results summarised as follows:

No	Results of the Interviews
1.	80% of interviewed officers said that they didn't really understand with the so called "knowledge management"
2.	Training for pavilion staff is rarely conducted. There are more training or seminar related to services and English
3.	The superiors asked the staff to innovate, but there was no direction how the innovation should be made
4.	Superiors also asked staff to be creative, but not specifically directed and there was never been a training on knowledge management and creative thinking so that many officers only rely on their own limited abilities.
5.	Knowledge sharing has not become a culture in the organisation so that potential employees do not become an inspiration for other employees.
6.	Children visitors are more interested in playing in water parks and other games than visiting the pavilion and listening to the explanations from officers, even though the aim of establishing TMII was for the public to get to know Indonesia more closely through its miniature.
7.	Teenage visitors generally only come to take photos or eat at restaurants
8.	Many senior visitors still want to see the pavilions, but generally they comment that since they were children, the pavilions had not changed much. The attributes that characterize each region on display are still the same, and the events that are presented are not too interesting.

#### 5. Discussion

From the results of interviews with 15 officers at the pavilion, it was found that only 80% of the officers understood knowledge management, while other officers with various educational backgrounds still did not understand this. In addition, the training conducted for officers focuses more on English and services, while training related to knowledge management has never been carried out, whereas it is very important for organisations to train their employees because employees are one of the most important (70%) of the three elements of knowledge management for organisational progress. [7]

From interviews with staff who are knowledgeable about knowledge management, information is obtained that knowledge must be managed. Companies must be able to see the potential of

each employee in order to use all the knowledge possessed by the company and employees to create an innovation [16]. If knowledge is not managed, companies will not know that they actually have very valuable assets for their business development. The most important thing is that companies must be able to empower their employees in order to create value through innovation [25], [26].

“So far, there has never been a special session on knowledge sharing among the employees. I myself realize that there are still many of my friends who do not understand knowledge management and knowledge sharing, so they seem to be working on their own. Even though there is no policy from the organisation, I try to help do knowledge sharing with friends, but it is not very effective considering this is done informally so that there are employees who want to join and some don't. So, a formal program must be made by the organisation. ”

From this interview, it is also known that knowledge sharing has not become a culture at TMII, so that the competence or knowledge possessed by each employee is not known by other employees and cannot be used as learning for the organisation. Whereas if the organisation cultivates knowledge sharing among employees, information about developments from the outside and inside can be spread throughout all sections so that the knowledge possessed by each employee is not buried within each employee [21].

## 6. Conclusion

The results of this research indicate that until now there are still many employees at TMII who do not understand fully about the knowledge management. Training is rarely carried out, except training for English and services. Knowledge sharing has also not become a culture in this organisation so that the potential or competence of each employee does not inspire other employees so that innovation expected runs slowly. For further research, the researcher recommends that a study on knowledge management be carried out with a different approach.

## References

- [1] Pencarelli, Tonino. (2020). *The digital revolution in the travel and tourism industry*. Information Technology & Tourism (2020) 22:455–476  
<https://doi.org/10.1007/s40558-019-00160-3>
- [2] Killingsworth, B., Xue, Y., & Liu, Y. (2016). Factors influencing knowledge sharing among global virtual teams. *Team Performance Management*, 22(5/6), 284–300.
- [3] Sukmawati & Kartika. (2014). Kontribusi Modal Sosial dalam Penerapan Manajemen Pengetahuan Usaha Kecil dan Menengah Kluster Kerajinan di Bogor. *Manajemen IKM: Jurnal Manajemen Pengembangan Industri Kecil Menengah*, Vol 9, No (1). DOI: <https://doi.org/10.29244/mikm.9.1.76-88>
- [4] Skyrme, David. (2001), *Capitalizing on Knowledge*. 1<sup>st</sup> Edition. ISBN 9780750650113. Published June 12, 2001 by Routledge.
- [5] Kusumadmo, E. (2013). *Manajemen Strategik-Pengetahuan*. Yogyakarta, Indonesia: Cahaya Atma.
- [6] Davenport, T.H, Prusak, L. (2000). *Working Knowledge: How organisation manage what they know*. Boston: Harvard Business School Press.
- [7] Bhatt Ganesh.D. (2001). Knowledge management in organisations: Examining the interaction between technologies, techniques, and people. March 2001. *Journal of*

- Knowledge Management* 5(1):68-75. DOI: [10.1108/13673270110384419](https://doi.org/10.1108/13673270110384419)
- [8] Nonaka, I., Toyama, R. and Konno, N. (2000). SECI, Ba and Leadership A Unified Model of Dynamic Knowledge Creation. *Long Range Planning*, 33, 5-34.
- [9] Nonaka, I., Toyama, R. & Konno, N. (2001) SECI, Ba and leadership: A unified model of dynamic knowledge creation, in: I. Nonaka & D. Teece (Eds) *Managing Industrial Knowledge: Creation, Transfer and Utilization*, pp. 13–43. London: Sage Publications.
- [10] Setiarso Bambang, Nazir Harjanto, Triyono, dan Hendro Subagyo. (2009). *Penerapan Knowledge Management Pada Organisasi*. Edisi 1 Cetakan Pertama. Yogyakarta: Graha Ilmu.
- [11] Nonaka, I. and Takeuchi, H. (1995). *The knowledge-creating company*. New York. Oxford: Oxford University Press. Pp 57-71.
- [12] Birkinshaw, Julian. (2003). Why is Knowledge Management So Difficult? *Business Strategy Review*. <https://onlinelibrary.wiley.com/doi/abs/10.1111/1467-8616.00161>  
January 2003. <https://doi.org/10.1111/1467-8616.00161>
- [13] Grant R. M. (1996), “Toward a Knowledge-based Theory of the Firm”, *Strategic Management Journal*, 17, 109-22.
- [14] Agarwal Ravi, Wolfgang Grassl dan Joy Pahl. (2012). Meta-SWOT: Introducing A New Strategic Planning Tool. *Journal of Marketing Management*, Vol. 33 NO. 2, pp. 12-21.
- [15] Zack, M. H. (2002). Developing A Knowledge Strategy: Epilogue. In N. Bontis, & C.W. Choo (Eds.), *The Strategic Management of Intellectual Capital and Organisational Knowledge: A Collection of Readings*. Oxford: Oxford University Press.
- [16] Tobing, Paul Lumban. (2007). *Knowledge Managemen: Konsep, Arsitektur dan Implementasi*. Yogyakarta: Graha Ilmu.
- [17] Debowksi, S. (2006). *Knowledge Management*. Sydney, Australia: John Wiley.
- [18] Salaman, JG, and Storey, J. (2002). Managers Theories about the Process of Innovation. *Journal of Management Studies*, Vol. 39, no. 2, pp. 147-165.
- [19] Scholl, H. (2005). Innovations Driver Growth. *CBI Conference Synopsis Sharing Knowledge with the Business and Academic Communities*. Carnegie Bosch Institute for Applied Studies in International Management.
- [20] Rapert Molly Inhofe, Anne Velliquetteb, dan Judith A. Garretson. (2002). The Strategic Implementation Process Evoking Strategic Consensus through Communication. *Journal of Business Research*, Vol. 55, pp. 301– 310.
- [21] Sudarsono, Feby Fitriani (2020). Pengaruh Social Capital Terhadap Pemanfaatan Sosial Media Untuk Knowledge Sharing Pada Generasi Z. *Skripsi*. Program Studi Sistem Informasi Fakultas Sains dan Teknologi Universitas Islam Negeri Sunan Ampel Surabaya.
- [22] Business Week. (2001). *Business Week guide to the best business schools*. 7<sup>th</sup> Edition, bu Jennifer Merit, September 22, 2001.
- [23] Garvin, David A. (2000). *Learning in Action: A Guide to Putting the Learning Organisation to Work*. Boston: Harvard Business School Press.
- [24] Schiro, J. J. (2000). *Memos to the President: Management Advice from the Nation’s Top CEOs* (Signed). New York: John Wiley & Sons.
- [25] Janszen, F. (2000). *The age of innovation. Making business creativity a competence, not a coincidence*. London (UK) : Financial Times-Prentice Hall.

- [26] Yoffie, David B. 1997). *Competing in the age of digital convergence*. Boston, Mass. : Harvard Business School Press, c1997, viii, 464 p. : ill. ; 24 cm.
- [27] Lopez-Nicolas & Merono-Cerdan (2011). Strategic Knowledge Management, Innovation and Performance. *Semantic Scholar*. DOI:10.1016/j.ijinfomgt.2011.02.003. Corpus ID:205280434.<https://www.semanticscholar.org/paper/Strategic-knowledge-management%2C-innovation-and-:5C3%B3pez-Nicol%C3AIs-Merono-Cerdan/a71a8c46c4abef45ff1d140524b4153444c3a52e>
- [28] Suryani, Tatik. (2008). *Perilaku Konsumen Implikasi Pada Strategi Pemasaran*. Yogyakarta: Graha. Ilmu.
- [29] Nugroho J. Setiadi, (2003). *Perilaku Konsumen (Konsep dan Implikasi Untuk Strategi dan Penelitian Pemasaran*. Yogyakarta : Andi.
- [30] Siagian, Gidionton Saritua and Zulfa Fitri Ikatrinasari. (2019). Pengaruh Manajemen Pengetahuan Terhadap Inovasi: Kasus Industri IT di Indonesia. *Operations Excellence*, 11 (1) : 71-80.
- [31] Wahyuni (2013). *Pengembangan Koleksi Jurnal studi Kasus di perpustakaan UIN Sunan Kalijaga*. <http://diglib.uin-suka.ac.id/12295/2/BAB/20V/pustaka.pdf>, Yogyakarta 2013.hal.20).
- [32] Yin, R. K., (1994). *Case Study Research Design and Methods: Applied Social Research and Methods Series*. Second edn. Thousand Oaks, CA: Sage Publications Inc.
- [33] Yin, R. K. (2009). *Case study research: Design and methods* (4th Ed.). Thousand Oaks, CA: Sage.
- [34] Hentz, P. (2017). Overview of case study research. Dalam Chesnay, M. (Eds). *Qualitative designs and Methods in Nursing* (pp.1-10). New York: [www.springerpub.com](http://www.springerpub.com)
- [35] Yin, R.K. (2002). *Applications of Case Study Research*. Sage Publications, Thousand Oaks, 22-28.

Websites:

- [1] <https://republika.co.id/berita/q24atb440/2020-mengejar-pariwisata-berkualitas>
- [2] [https://en.wikipedia.org/wiki/Taman\\_Mini\\_Indonesia\\_Indah](https://en.wikipedia.org/wiki/Taman_Mini_Indonesia_Indah)
- [3] <https://datareportal.com/reports/digital-2019-global-digital-overview>