

---

**THE EFFECT OF KNOWLEDGE MANAGEMENT SYSTEM AND  
KNOWLEDGE SHARING ON EMPLOYEE PERFORMANCE AND LOYALTY**



**Deasy Rinayanti Pelealu**  
**Universitas Widya Dharma Pontianak, Pontianak, Indonesia**  
**dcdeasy.26@gmail.com**

---

**Abstract**

The study aimed to determine the effect of knowledge management and knowledge sharing on employee performance and loyalty. It is quantitative research. The respondents were 50 employees of the West Kalimantan Regional Police Operations Bureau. Data analysis uses a structural approach to the Equation Model (SEM) assisted by a smart PLS application. The study found that knowledge management and knowledge sharing have a significant positive effect on employee performance variables. Knowledge management and knowledge sharing have a significant positive effect on employee loyalty variables. The ability to manage knowledge and share knowledge has become an essential factor in encouraging a competitive business, and this will also be able to improve employee performance and loyalty.

**Keywords:** Knowledge Management System, Knowledge Sharing, Performance, Loyalty

## INTRODUCTION

The survival of an organization is determined by the organization's success in managing existing human resources. Human resources are an important asset for an organization. (Gomes, 1995) states that human resources are one of the resources contained in the organization, including all people who carry out activities. Human resources are a vital part, and the organization must be able to process the existing potential to produce high performance.

Employee performance is an indicator of the success of the organization. Organizations must be able to create high employee performance to maintain survival and achieve sustainable competitive advantage. The organization's success in growing employee job satisfaction will have an impact on the performance produced by employees. (Dessler, 2006) defines employee performance (job performance) as the actual achievement of employees compared to the expected performance of employees. Expected work performance is standardized achievement compiled as a reference so that employees can see their performance according to their position compared to the standards made.

One form of improving employee performance is assigning tasks or responsibilities to employees by their field of expertise. The concept of appropriation also applies to existing employees or permanent employees of the company, namely in promotions, transfers, demotions. If the employee has been placed in the proper position, the employee will feel comfortable carrying out the work assigned to him to feel loyal to the company. Employee loyalty is needed in a company because it is the mental attitude of employees, which is shown by being loyal to the company in good or bad conditions (Ardana et al., 2012). If employees do not have a loyal nature to the company, then the employee's performance towards the company will not be good.

Organizations are now starting to change their business approach from resource-based to knowledge-based. Knowledge Management (KM) is the company's strategy to innovate to increase employee satisfaction (Sabherwal & Becerra-Fernandez, 2013). Knowledge management focuses on organizing and providing essential knowledge, wherever and whenever needed.

Knowledge Management can also improve skills and work motivation to increase individual and organizational performance. Employee performance will achieve maximum

results if its knowledge supports it. (Torabi et al., 2016) show that there is a significant impact of Knowledge Management on employee performance. Research from Mustapa & Mahmood (2016) also states that knowledge management significantly influences performance. The study results (Sahas et al., 2017) show that knowledge management affects employee performance. Knowledge management affects company performance.

(Hasibuan & Santoso, 2005), said that employee loyalty to the position, job, and organization can be judged from the element of loyalty or loyalty. Loyalty can be demonstrated through the willingness of employees to defend and protect the organization, both internally and externally, from interference from irresponsible people. Meanwhile (Poerwopoespito, 2004) states that employee loyalty to work can be seen from the attitude of employees who are willing to provide their expertise and abilities, carry out their duties with full responsibility, be honest and disciplined at work.

Knowledge sharing is essential, especially in this era of rapid technological development. Nonaka and Takeuchi (Aligholi & Asefikia, 2015) state that knowledge sharing is the core and basis of knowledge management. Knowledge sharing is an essential process in the progress of today's organizations because it spreads intellectual capital for the entire organization. Knowledge sharing is very much needed in the era of information technology today. Technology overgrowing makes humans, both producers and consumers, always have a table on their development. The people's need to always have high mobility has become a necessity of daily life.

Knowledge-sharing activities, including sharing experiences and knowledge, will help individuals solve work problems based on existing experience. Likewise, from sharing this knowledge, individuals will get more work knowledge to improve the effectiveness and efficiency of work processes. Increased knowledge-sharing activities will affect increasing individual performance (Wening & Harsono, 2016). According to Aulia (2016), there is a positive relationship between knowledge sharing and employee performance; besides, knowledge sharing has a significant influence on employee performance.

(Goleman, 1997) revealed that intellectual intelligence (IQ) contributes approximately 20% to the factors that determine success in life, and other forces, including emotional intelligence, fill the other 80%. The same thing was also expressed by (Ary Ginanjar, 2001) who stated that emotional intelligence plays a vital role in achieving

success in all fields. Novelty in this study is where the researchers added the variable employee loyalty. The researchers add these variables with consideration from previous research where suggestions from previous studies to include these variables in future research. Therefore, they tried to add variables as a differentiator from previous research, which became a novelty in this study.

## REVIEW OF LITERATURE

### Knowledge Management

Scarborough et.al (1999) in (Amstrong, 2014) defines knowledge management as any process or practice of creating, acquiring, capturing, sharing, and using knowledge to improve learning and organizational performance. Knowledge management identifies relevant information and then disseminates it to learn. It promotes knowledge sharing by connecting people to people and linking it to information to learn from recorded experiences (Amstrong, 2014).

Knowledge management is defined as doing what is needed to get the most out of knowledge resources. In general, knowledge management focuses on organizing and providing the necessary knowledge, wherever and whenever it is needed (Sabherwal & Becerra-Fernandez, 2013). (Drucker & Peter.F, 1999) states that knowledge management is the coordination and exploitation of organizational knowledge resources to create competitive advantage and advantage (Khoualdi & Saleh, 2015).

According to (Chen & Chen, 2006) in (Khoualdi & Saleh, 2015) defines knowledge management as a strategy to help turn knowledge into action and share it in such a way as to improve organizational performance by consciously providing accurate knowledge to someone at the right time.

**Table 1**  
**Knowledge Management System Indicators**

Variable	Dimension	Indicator
Knowledge Management (Paez-Logreira et al., 2016)	Knowledge Management Perception	1. Understanding of knowledge management 2. Commitment to knowledge management 3. Perception of knowledge management work
	Relationship between	1. Implementation of a knowledge

	knowledge Management Innovation	management plan 2. Maturity and control of knowledge management plant
	Strategic Knowledge Organization	1. Storing knowledge 2. Knowledge socialization 3. Use of information and communication technology (ICT) 4. Strategic knowledge organization 5. Information quality

### Knowledge Sharing

According to (Kessel et al., 2012), Knowledge sharing is an interactive communication process between individuals in a group that creates interdependent relationships to achieve common goals. Others argue that knowledge sharing is a process of social interaction, establishing opportunities to share experiences by building the domain of informal relationships, and providing facilities for observing, listening, and imitating best practices, which are strengthened by trust between individuals (Panahi et al., 2012). Based on some of the definitions of knowledge sharing above, the conclusion of the understanding of knowledge sharing according to this study is the process of interaction carried out by individuals, with trust between individuals to seek and develop knowledge and information so that they can help create new frameworks for creative solutions.

**Table 2**  
**Knowledge Sharing Indicators**

Variable	Dimension	Indicator
Knowledge Sharing (Panahi et al., 2012)	Social interaction	1. There is good social interaction between employees and other employees 2. There is social interaction between employees, managers, and CEO
	Experience Sharing	1. There are experience sharing activities between employees 2. There are experience sharing activities between employees and managers
	Informal Relationship	1. There is a good relationship informally between employees and other employees 2. There is a good relationship informally between employees and
	Observation	1. Observations on certain problems become the standard for sharing knowledge
	Mutual trust	1. There is trust between employees and other employees

### Employee Performance

Performance is the result of a person as a whole during a specific period in carrying out tasks, such as work standards, targets, or criteria that have been determined in advance and have been mutually agreed upon (Kartiko, 2020). Performance is a multi-dimensional concept that includes three aspects, namely attitude, ability, and achievement.

According to (Sinambela, 2012) employee performance is defined as the ability of employees to perform specific skills. Employee performance is essential because it will be known how far the employee can carry out the tasks assigned to him. According to (Simamora, 1995), employee performance is the degree to which employees achieve job requirements. According to Byars dan Rue (in Harsuko, 2011) performance is the preparation of tasks that regulate one's work.

Therefore, it can be interpreted that performance is the result in quantity and quality achieved by an employee in carrying out his work duties by the responsibilities given to him. Employee performance is not just information for promotion or salary determination for the company. However, the company can motivate employees and develop a plan to remedy the slump can be avoided. Performance can be measured from the dimensions and indicators below.

**Table 3**  
**Employee Performance Indicators**

<b>Variable</b>	<b>Dimension</b>	<b>Indicator</b>
Employee Performance (Hendri, 2019)	Work quality	1. Ability 2. Skills 3. Work result
	Working quantity	1. Working time 2. Achievement of targets
	Collaboration	1. Collaboration 2. Compactness
	Responsibility	1. Work result 2. Decision making
	Initiative	1. Independence

### Employee Loyalty

Loyal is obedient (Wjs. Poerwadarminta, 2002:609). From that definition, the researchers see a tendency for employees to move to other companies. Supposed that the employee works for a company, and the company has provided adequate facilities and is accepted by its employees. In that case, the employee's loyalty to the company will be even more significant, hence the impetus causes employees to work harder (Alex S. Nitisemito, 1991:163–166).

In addition, according to (Steers & Porter, 1983) loyalty to the company is an attitude, namely the extent to which an employee identifies his workplace as indicated by a desire to work and try his best. Moreover, loyalty to the company as a behavior, namely the process where an employee decides not to leave the company if he does not make extreme mistakes. Employee loyalty can be measured with the dimensions and indicators below.

**Table 4**  
**Employee Loyalty Indicators**

<b>Variable</b>	<b>Dimension</b>	<b>Indicator</b>
Employee loyalty (Simamora, 2008)	Rasionality	1. Salary 2. Bonus 3. Career path, and 4. Facilities
	Emotional	1. Challenging work 2. Supportive work environment 3. Feeling safe 4. Charismatic leader 5. Proud job 6. Work received by the company, and 7. Hard work culture
	Spiritual	1. Spiritual satisfaction 2. Work of a spiritual nature 3. Religious leader 4. Opportunity to do spiritual activities

## RESEARCH METHOD

The study uses a quantitative approach with a causality model to test the proposed hypothesis. The population were employees of the West Kalimantan Regional Police Operations Bureau. The samples were 50 employees of the West Kalimantan operations bureau selected by simple random sampling technique. In the research, the analytical technique used is SEM (Structural Equation Modelling) analysis operated through SMART PLS program. SEM is a multivariate statistical technique that combines factor analysis and regression analysis (correlation), which aims to examine the relationships between variables that exist in a model. Analysis of SEM analysis is carried out in three stages, defined in the following.

### Outer Model

This model specifies the relationship between latent variables and their indicators. Alternatively, it can be said that the outer model defines how each indicator relates to its latent variables. Tests performed on the outer model: a) Convergent Validity. The value of convergent validity is the value of the loading factor on the latent variable with its indicators. Expected value  $>0.7$ ; b) Average Variance Extracted (AVE). AVE is the average percentage value of variance extracted (AVE) between question items or indicators of a variable that summarizes the convergent indicator. For good requirements, AVE value  $>0.5$ ; c) Composite Reliability. Data that has composite reliability  $>0.7$  has high reliability; d) Cronbach Alpha. Cronbach Alpha strengthened the reliability test. Expected value  $>0.6$  for all constructs.

### Inner Model

The Inner Model is evaluated by looking at the percentage of variance described, namely R<sup>2</sup>. Changes in the value of R<sup>2</sup> can be used to assess the effect of certain independent latent variables on the latent dependent variable whether it has a substantive effect. According to Colton, the strength of the relationship between 2 variables is divided into four areas, namely:

R-Square	Relationship Strength
0.00-0.25	Weak relationship
0.25-0.50	Medium relationship
0.51-0.75	Strong relationship
0.76-1.00	Very strong/Perfect relationship

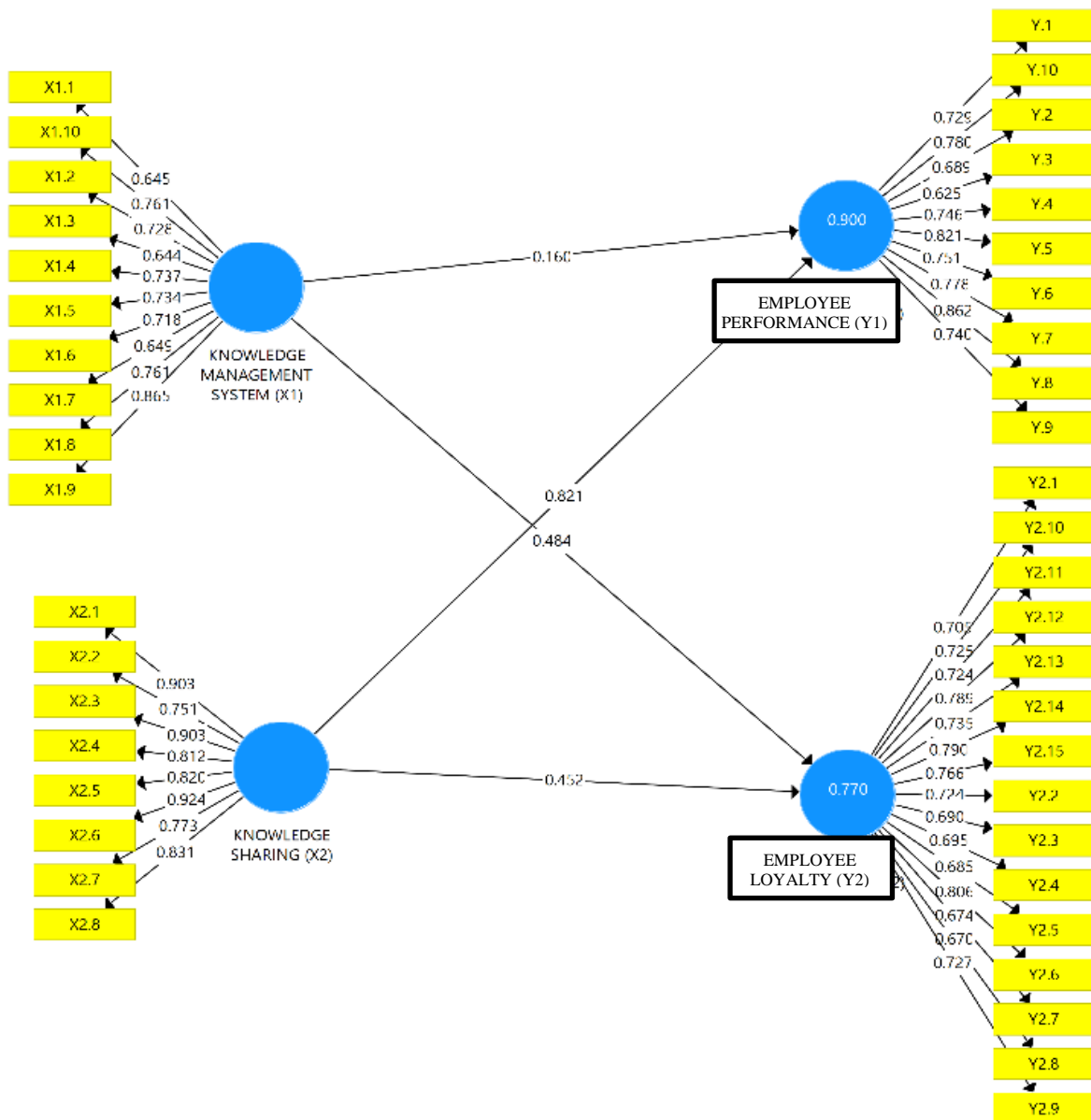
### Hypothesis test

The last step is hypothesis testing with the following criteria: hypothesis testing using statistical values, so for alpha 5%, the statistic value used is 1.96 (Muniarti et. al., 2013). Therefore, the criteria for accepting or rejecting the hypothesis are

Ha is accepted if  $t\text{-statistic} > t\text{-table}$  and  $P\text{ value} < 0.05$

Ha is rejected if  $t\text{-statistic} < t\text{-table}$  and  $P\text{ value} > 0.05$

### RESULTS AND DISCUSSION



### Validity test

Validity test is used to measure the validity or validity of a questionnaire. In this research, validity testing is carried out using convergent validity and AVE. The instrument is declared valid if the AVE value is  $> 0.05$  and the outer loading value is  $(> 0.6)$ .

**Table 5**  
**The results of the instrument validity test**

Variable	Instrument Code	Outer Loading	AVE	Description
Knowledge Management System (X1)	X1.1	0.645	0.529	Valid
	X1.10	0.761		Valid
	X1.2	0.728		Valid
	X1.3	0.644		
	X1.4	0.737		
	X1.5	0.734		
	X1.6	0.718		
	X1.7	0.649		
	X1.8	0.761		
Knowledge Sharing (X2)	X2.1	0.903	0.709	Valid
	X2.2	0.751		Valid
	X2.3	0.903		Valid
	X2.4	0.812		
	X2.5	0.820		
	X2.6	0.924		
	X2.7	0.773		
	X2.8	0.831		
Employee Performance (Y1)	Y.1	0.729	0.570	Valid
	Y.10	0.780		Valid
	Y.2	0.689		Valid
	Y.3	0.625		
	Y.4	0.746		
	Y.5	0.821		
	Y.6	0.751		
	Y.7	0.778		
	Y.8	0.862		
Employee Loyalty (Y2)	Y2.1	0.705	0.530	Valid
	Y2.10	0.725		Valid
	Y2.11	0.724		Valid

Y2.12	0.789
Y2.13	0.735
Y2.14	0.790
Y2.15	0.766
Y2.2	0.724
Y2.3	0.690
Y2.4	0.695
Y2.5	0.685
Y2.6	0.806
Y2.7	0.674
Y2.8	0.670
Y2.9	0.727

### Reliability Test

In this study, the researchers used two reliability tests, namely the Cronbach Alpha test and the Composite Reliability test. Cronbach Alpha measures the lowest value (lower-bound) reliability. The data is declared good if the data has a Cronbach alpha value and a composite reliability score > 0.7.

**Table 6**  
**Instrument Reliability Test Results**

	Cronbach's Alpha	Composite Reliability
Employee Performance (Y1)	0.916	0.929
Knowledge Management System (X1)	0.899	0.918
Knowledge Sharing (X2)	0.940	0.951
Employee Loyalty (Y2)	0.936	0.944

Based on the calculations carried out, it was found that all instrument items met the validity and reliability requirements with scores that exceeded the criteria.

### R Square

Coefficient determination (R-Square) is used in measuring how much other variables influence the endogenous variable. Based on the data analysis carried out through the use of the SmartPLS program, the R-Square value was obtained as shown in the following table.

**Table 7**  
**Results of r-square. Analysis**

	<b>R Square</b>	<b>R Square Adjusted</b>
<b>Employee Performance (Y1)</b>	0.900	0.895
<b>Employee Loyalty (Y2)</b>	0.770	0.760

The score obtained in the table describes that the employee performance variable (Y1) is explained by the knowledge management system and knowledge sharing of 89.5%. In contrast, the rest is explained by variables outside the study. Moreover, the employee loyalty variable (Y2) is explained by the knowledge management system and knowledge sharing of 76.0%, while variables explain the rest outside of the research.

**Hypothesis Test**

**Table 8**  
**Hypothesis Test**

	<b>Original Sample (O)</b>	<b>T Statistics ( O/STDEV )</b>	<b>P Values</b>
<b>Knowledge Management System (X1) -&gt; Employee Performance (Y1)</b>	0.160	2.322	<b>0.021</b>
<b>Knowledge Management System (X1) -&gt; Employee Loyalty (Y2)</b>	0.484	4.778	<b>0.000</b>
<b>Knowledge Sharing (X2) -&gt; Employee Performance (Y1)</b>	0.821	13.788	<b>0.000</b>
<b>Knowledge Sharing (X2) -&gt; Employee Loyalty (Y2)</b>	0.452	4.721	<b>0.000</b>

**The Effect of Knowledge Management System (X1) on Employee Performance (Y1)**

The results of testing the first hypothesis of knowledge management system on employee performance obtained a positive beta score (0.160) with a T statistic of 2.322 ( $p > 1.96$ ) and p values of 0.021 ( $p < 0.05$ ), resulting in a significant positive effect between the first variable knowledge management system on performance employee. The better knowledge management system owned by employees will improve their performance.

Managing knowledge has become an essential factor in encouraging a competitive business. For most industries, knowledge management is the most important main base in facing business competition in the future.

It also happens in operational bureau of West Kalimantan police. The existing of good influence between work procedures balanced with their knowledge management system on the performance of employees can impact the organization. Knowledge management system is an important factor for regularity in their performance. Good management system provides clear guidelines regarding the process of flow of information and goods within the organization. The regular flow of information and goods in the organization provides efficiency and effectiveness of work in the organization which has an impact on employee performance of the operational bureau.

Global business competition requires companies to always be able to innovate so that they have an advantage over other companies. In innovating, companies must apply learning companies which basically play an important role in knowledge management system. Human capital, especially knowledge, is excessively essential for companies; therefore, human capital needs to be managed effectively in order to produce optimal company performance. The companies must innovate in order to continue to survive and grow. Through the utilization of knowledge management system in operational bureau of West Kalimantan police supported by superior employees who are managed professionally, it will increase employee performance and produce the expected innovations.

This research supports research conducted by (Shofa, 2013) where management knowledge significantly influences employee performance. Sangkala (2007) in (Mardhotillah, 2011) states that knowledge management is a series of implementations in creating, capturing, transferring, and accessing knowledge from the correct information when needed to make good business decisions. Kamara et al., (2012) states that knowledge management provides the benefits of project knowledge to achieve company performance on the effectiveness of using project work tools, documentation systems, and periodic improvements to follow-up project plans (Kamara et al., 2012).

### **The Effect of Knowledge Sharing (X2) on Employee Performance (Y1)**

The results of testing the second hypothesis of knowledge sharing on employee performance obtained a positive beta score (0.821) with a T statistic of 13,788 ( $p > 1.96$ ) and p values of 0.000 ( $p < 0.05$ ), resulting in a significant positive effect between knowledge sharing variables on employee performance. The better knowledge sharing carried out by employees and superiors will further improve employee performance.

Knowledge sharing has an important role in increasing individual competence in organizations because, through knowledge sharing, tacit and explicit knowledge can be disseminated, implemented, and developed. Individual competence, such as making decisions in problem-solving, will improve employee performance. The relationship between employee knowledge and individual competencies is also significant for employee performance in an organization. Over the last few decades, individual competencies have often been used as the basis for evaluating employee performance (Zaim et al., 2013:70). When employees are willing to share their knowledge to other employees, other employees will increase their performance. This also can affect the organization.

The operational bureau of the West Kalimantan police, in this case, should be engaged during the knowledge sharing habit building by providing facilitator. This facilitator should be able to have sufficient knowledge and insight in order to be able to motivate other employees to share their knowledge. Media is also an element that must also be considered. Through a variety of media (online & offline), employees can enjoy the existing knowledge sharing process more.

The results of this study are by research conducted by (Rudiyanto, 2012), which shows the influence of knowledge sharing behavior on employee performance. However, the results of this study contradict the results of research by (Wang et al., 2016), which states that knowledge sharing does not directly affect employee performance.

### **The Effect of Knowledge Management System (X1) on Employee Loyalty (Y2)**

The results of testing the third hypothesis of the knowledge management system on employee loyalty obtained a positive beta score (0.484) with a T statistic of 4.778 ( $p > 1.96$ ) and p values of 0.000 ( $p < 0.05$ ), resulting in a significant positive effect between the knowledge management system variables on employee loyalty. The better the knowledge management employees carry out, the higher the employees have loyalty.

Knowledge Management is needed to organize the knowledge possessed by human resources (HR) in the agency or organization. As stated by (Nonaka, 1994), knowledge is an effective, in-depth tool that can increase the organization's ability to carry out appropriate actions. To increase competitive human resources, it is necessary to manage knowledge or knowledge management owned by each individual. in the agency. By continuing to manage and share the knowledge they have, the employees have the loyalty. According to (Poerwopoespito, 2004) , employee loyalty to work can be seen from the attitude of employees who are willing to give their expertise and abilities and carry out their duties with full responsibility, honesty, and discipline in their work.

In addition, knowledge management system is one of the driving forces in a company. Therefore, a strategy is needed to be able to compete with other companies. Knowledge Transfer International (KTI) is a strategy to change intellectual assets in the form of information, productivity, new values and high competitiveness. Knowledge management can provide learning to companies from leaders, managers, to all employees so that they can acquire and maximize the skills they have as employees. With this term, employees' loyalty also can increase, especially in the operational bureau of the West Kalimantan police. It is in line with research conducted by (Christanto & Kadarusman, 2021) that knowledge management directly has a significant and positive effect on work loyalty.

### **The Effect of Knowledge Sharing (X2) on Employee Loyalty (Y2)**

The results of testing the fourth hypothesis of knowledge sharing on employee loyalty obtained a positive beta score (0.452) with a T statistic of 4.721 ( $p > 1.96$ ) and p values of 0.000 ( $p < 0.05$ ), resulting in a significant positive effect between the knowledge sharing variable on employee loyalty. The better the knowledge sharing carried out by employees; the higher the employees' loyalty is. This is also revealed by (Quran, 2020) that knowledge sharing has a positive and significant effect on employee performance and loyalty.

With the sharing of knowledge and experience to solve a problem in a team or organization and this knowledge is stored as organizational knowledge, indirectly the organization already has a knowledge bank that can later be used again to solve the same problem in order that the organization can save time. The process of sharing knowledge

among fellow employees will support each other and eventually find the best work process for the organization. Employees who continue to share knowledge with fellow employees will have high loyalty at work.

Furthermore, knowledge sharing means sharing knowledge with others voluntarily. Several ways that can be done to foster a culture of knowledge include creating know-how where every employee has the opportunity and is free to determine new methods or techniques for completing tasks and innovating as well as opportunities to synergize external knowledge within the company or institution. In addition, employees are also expected to be able to identify and capture knowledge considered to have value and is implemented in a logical manner, new knowledge is placed in a format that can be easily accessed by officials and all employees, knowledge is managed to ensure that the information is updated so that it can be reviewed for use as a reference of its relevance and accuracy, providing a portal with a user-friendly knowledge format so that all employees can access and manage it at any time. By the knowledge sharing culture among employees, other employees in the organization will be able to increase their loyalty to the company, especially in the operational bureau of the West Kalimantan police.

## **CONCLUSION**

Based on the research and discussion that has been done, it can be concluded that knowledge management and knowledge sharing have a significant positive effect on employee performance variables. The better the knowledge management system owned by employees, the more it will improve employee performance. Managing knowledge has become an important factor in encouraging a competitive business. Likewise, tacit and explicit knowledge can be disseminated, implemented, and developed through knowledge sharing. Through individual competencies such as making decisions in problem-solving, it will improve employee performance. Knowledge management and knowledge sharing have a significant positive effect on employee loyalty variables. By continuing to manage and share the knowledge they have, the employees already have employee loyalty.

## REFERENCES

- Alex S. Nitisemito. (1991). *Manajemen Personalialia (Manajemen Sumber Daya Manusia)*.
- Aligholi, M., & Asefikia, M. (2015). The Relationship between knowledge Sharing and innovation and their impact on market development. *Applied Mathematics in Engineering, Management and Technology*, 3(2), 1–9.
- Amstrong, M. (2014). *A Handbook of Human Resources Management Practice* (13th ed.). Kogan Page Ltd.
- Ardana, I. K., Mujiati., N. W., & Mudiarta, I. W. (2012). *Manajemen sumber daya manusia*. Graha Ilmu.
- Ary Ginanjar, A. (2001). *Rahasia Sukses Membangun Kecerdasan Emosi dan Spiritual–ESQ*. Penerbit Arga.
- Chen, M. Y., & Chen, A. P. (2006). Knowledge management performance evaluation: a decade review from 1995 to 2004. *Journal of Information Science*.
- Christanto, C., & Kadarusman, K. (2021). Budaya Organisasi Knowledge Management terhadap Kinerja dengan Loyalitas Kerja sebagai Mediasi. *Jurnal Ecoment Global: Kajian Bisnis Dan Manajemen*, 6(1), 65–74.
- Dessler, G. (2006). Expanding into China? What foreign employers should know about human resource management in China today. *SAM Advanced Management Journal*, 71(4), 11.
- Drucker, & Peter.F. (1999). *Manajemen: Tugas, Tanggung Jawab dan Praktek*. PT Gramedia.
- Goleman, D. (1997). *Emotional Intelligence*. PT Gramedia Pustaka Utama.
- Gomes, F. C. (1995). *Manajemen Sumber Daya Manusia*. Andi Offset.
- Harsuko, R. (2011). *Mendongkrak Motivasi dan Kinerja: Pendekatan Pemberdayaan SDM*. UB Press.
- Hasibuan, Z. A., & Santoso, H. B. (2005). The use of e-learning towards new learning paradigm: Case study student centered e-learning environment at Faculty of Computer Science-University of Indonesia. In *Fifth IEEE International Conference on Advanced Learning Technologies (ICALT'05)*, 1026–1030.
- Hendri, N. (2019). The impact of organizational commitment on job performance. *International Journal of Economics & Business Administration (IJEBA)*, 7(2).
- Kamara, Jhon M, Anumba, C. J., M., P., & Carrilo. (2012). A Clever Approach to Selecting Knowledge Management Strategy. *International Journal of Project Management*, 20, 205–211.

- Kartiko, A., & Sirojuddin, A. (2020). Effect of Work Environment and Motivation on Employee Performance at PT. Karya Mandiri Gresik. *Indonesian Interdisciplinary Journal of Sharia Economics (IIJSE)*, 3(1), 85-95. <https://doi.org/10.31538/ijse.v3i1.751>.
- Kessel, M., Kratzer, J., & Schultz, C. (2012). Psychological Safety, Knowledge Sharing, And Creative Performance In Healthcare Teams. *Creativity And Innovation Management*, 21(2), 147–157.
- Khoualdi, K., & Saleh, O. (2015). The Impact of Knowledge Management on Job satisfaction: a study on Saudi public universities. *SSOAR Journal*, 5, 1–13.
- Mardhotillah, S. (2011). *Analisis dan Perencanaan Knowledge Management System Berbasis WEB dan WAP*. Universitas Islam Negeri (UIN) Syarif Hidayatullah Jakarta.
- Muniarti et. al. (2013). *Alat-Alat Pengujian Hipotesis*. Universitas Katolik Soegijapranata.
- Nonaka, I. (1994). A Dynamic Theory of Organizational Knowledge Creation. *Organization Science*, 5(1), 14–24.
- Paez-Logreira, H., Zamora-Musa, R., & Velez-Zapata, J. (2016). Relation Analysis of Knowledge Management, Research, and Innovation in University Research Groups. *Journal of Technology Management & Innovation*, 11(4), 5–11. <https://doi.org/10.4067/S0718-27242016000400002>.
- Panahi, S., Watson, J., & Partridge, H. (2012). “Social Media and Tacit Knowledge Sharing: Developing a Conceptual Model.” *World Academy of Science, Engineering and Technology, World Academy of Science, Engineering and Technology (WASET)*, 1095–1102.
- Poerwadarminta. (2002). Kamus Besar Bahasa Indonesia. In *Depdiknas, edisi III, Cetakan Kedua*. Balai Pustaka.
- Poerwopoespito. (2004). *Komitmen Dalam Sumber Daya Manusia*. Management Student.
- Quran, A. F. R. N. (2020). Pengaruh Kompetensi Pemimpin pada Kinerja Karyawan dan Loyalitas Karyawan dengan Knowledge Sharing Sebagai Pemediasi (Studi pada Karyawan Perhotelan di Yogyakarta).
- Rudiyanto, H. (2012). Pengaruh Knowledge Sharing Behavior Terhadap Kinerja Karyawan Staf Administrasi Pt Guna Layan Kuasa (Gulaku) Kantor Pusat Jakarta. Universitas Indonesia. Knowledge Management, Knowledge Sharing Behavior, Kinerja Karyawan.%0Avii.
- Sabherwal, R., & Becerra-Fernandez, I. (2013). Business intelligence: Practices, technologies, and management. *John Wiley & Sons*.
- Sahas, A., Falah, N., & Prasetya, A. (2017). Pengaruh Knowledge Management Terhadap Kinerja Karyawan Dan Kinerja Perusahaan (Studi pada Karyawan PT Semen Indonesia Persero Tbk). Brawijaya University.

- Shofa. (2013). *Pengaruh Knowledge Management Terhadap Kinerja Karyawan*. Universitas Diponegoro Semarang.
- Simamora. (1995). *Manajemen Sumber Daya Manusia*. Bagian penerbitan YKPN.
- Simamora, H. (2008). *Manajemen Sumber Daya Manusia* (2nd ed.). STIE YKPN.
- Sinambela, L. P. (2012). *Kinerja Pegawai*. Graha Ilmu.
- Steers, R. ., & Porter, L. . (1983). *Motivation and Work Behavior*. Academic Press.
- Torabi, M. H. R., Kyani, A., & Falakinia, H. (2016). An investigation of the impact of knowledge management on human resource performance in management of Keshavarzi bank branches in Tehran. *Procedia-Social and Behavioral Sciences*, 230, 471–481.
- Wang, Z., Sharma, P. N., & Cao, J. (2016). From Knowledge Sharing to Firm Performance: a Predictive Model Comparison. *Journal of Business Research*, 69(10), 4650–4658.
- Wening, N., & Harsono, M. (2016). Relationship between Knowledge Sharing to Individual Performance. *International Journal of Research in Business Management*, 4(1), 67–78.
- Zaim, H., Yaşar, M. F., & Ünal, Ö. F. (2013). Analyzing the Effects of Individual Competencies on Performance: A Field Study in Services Industries in Turkey. *Journal of Global Strategic Management*, 7(2), 67–77.