ANALYSIS OF THE EFFECT KNOWLEDGE SHARING, TEAMWORK ON EMPLOYEE ENGAGEMENT AND EMPLOYEE PERFORMANCE IN BARISTAND INDUSTRI SURABAYA THE MINISTRY OF INDUSTRY’S WORK UNIT

Nina Kusumiartono¹ Ida Aju Brahmasari² I Dewa Ketut Raka Ardiana³
17 August 1945 University Surabaya, Indonesia
Email: nina.kusumiartono@gmail.com, brahmasari@untag-sby.ac.id, ardiana@untag-sby.ac.id

Abstract
Human resources need to be considered in an organization or agency as a form of business activity. Agencies achieve the target of what they have proclaimed in their agency or company based on their performance. Employee performance can be seen from the data based on the employee performance report (LAKIP) at the Surabaya Industrial Baristand Work Unit of the Ministry of Industry, namely the realization of the agency's performance achievement of 61 which means it does not meet the target number, while the performance achievement should be 71. Human resources can be increased accompanied by culture work based on the average index of professionalism and employee discipline in 2020. Mathew in Gunawan and Wardana (2018 429), wrote that the presence of knowledge sharing in an organization or agency can give birth to innovation and higher performance. Employees are increasingly performing well and productively due to self-motivation, focus, creativity, initiative, communication and good behavior, Bedarkar in Gunawan and Wardana (2018 429). Research purpose from determine effect knowledge sharing, teamwork for employee engagement and employee performance at the Baristard Industry Surabaya, the Ministry of Industry’s Work Unit. The research method uses explanatory causality with a sample of 105 respondents. Questionnaires can be used to collect data that can tested using SPSS for validity and reliability. SEM testing using AMOS version 26 can prove is knowledge sharing and teamwork have a significant effect on employee engagement and employee performance.

Keywords: Knowledge Sharing, Teamwork, Employee Engagement, Performance

INTRODUCTION
Human resources need to be considered in an organization or agency as a form of business activity, while to be able to achieve organizational goals comes behind the higher quality of work. Performance can come true from the employee performance report data (LAKIP) at the Surabaya Industrial Baristand Work Unit of the Ministry of Industry, namely the realization of the agency's performance achievement of 61 which means it does not meet the target number, while the performance achievement should be 71.
Human resources can be increased accompanied by a work culture based on the average index of professionalism and employee discipline in 2020. Mathew in (Gunawan & Wardana, 2018) writes that knowledge sharing in organizations and agencies can lead to innovation and better performance. Motivation factors, initiative towards ideas, being kind, focused can affect productivity and performance, Bedarkar in (Gunawan & Wardana, 2018).

Theoretical Basis

Knowledge Sharing

Yesil in (Gunawan & Wardana, 2018) writes that there basic needs to be a feedback process between tacit and explicit knowledge to caused of the new knowledge. There are 2 dimensions of knowledge sharing, namely:

1. Providing knowledge (knowledge donating) which is the goal so that when talking to other people, the knowledge possessed can be channeled correctly.
2. Collecting knowledge (knowledge collecting), which is the goal so that the knowledge possessed by a person becomes correct through conversing and sharing with others.

Teamwork

According to (Rahma, U. H., Twiyogarendra, J.W., 2019) write that teamwork is an association of people who have a useful effort to create better individual performance than before so that organizational behavior can also be supported and positive synergy is seen of a team as a benchmark in working and employee can be role play in work place. Teamwork consists of six indicators, namely:

1. Aspects of the task consisting of:
   (1) Good Communication
   (2) Good Coordination,
   (3) Contributions of member in work
2. Aspects of social interaction consisting of:
   (1) Support
   (2) Effort
   (3) Team cohesiveness

Employee Engagement

Schaufeli in (Gunawan & Wardana, 2018) writes that employee engagement is the concept of employees carrying out work activities consisting of thoughts, feelings and work behavior. Employee engagement includes three indicators, namely:

1. Vigor is the highest level of feeling at work in the form of desire and tenacity to work.
2. Dedication, namely a sense of interest such as enthusiasm, interest, having ideas in work.
3. Absorption, namely employees can focus for a long time while working with a comfortable feeling.
Performance

According to (Bernardin & Russell, 2006) write that performance can be seen by assessing the daily work of employees and monitoring and several other treatments need to be carried out so that agency profits also increase. Performance has six indicators as follows:

1. Quality,
2. Amount of task,
3. Timeliness,
4. Cost effectiveness,
5. Need of supervision,
6. Interpersonal impact or contextual or civic performance

Conceptual Framework and Hypotheses

![Conceptual Framework](image)

**Figure 1.**
Conceptual framework

**H1:** Knowledge sharing has a significant effect on the engagement of employees of the Surabaya Industri Baristand Work Unit of the Ministry of Industry.

**H2:** Knowledge sharing have significant effect on the employee performance Surabaya Industri Baristand, the Ministry of Industry's Work Unit.

**H3:** Teamwork has a significant effect on the engagement of Baristand Industri Surabaya employees in the Ministry of Industry's Work Unit.

**H4:** Teamwork have the significant effect on the performance Baristand Industri Surabaya employees, the Ministry of Industry's Work Unit.

**H5:** Employee engagement have a significant effect on the performance Baristand Industri Surabaya, Work Unit of the Ministry of Industry.
METHOD

Research subjects are civil servants and PPNPN or honorary staff totaling 105 employees, using the census method (population and sample have a count respondent is same). Method the research uses explanatory causal. Data collecting used a Likert scale 1-5 questionnaire and processed using SPSS to counting from validity and reliability, this research model using SEM with the AMOS version 26 application program.

RESULT AND DISCUSSION

Validity test

Validity test the usage correlation of pearson product moment (r). If the correlation price from count r on every declaration question produces have significant (sig.) more then less 5% and statement from this question is patent. The price of r is count trial respondent 30 person with alpha 5% about 0.361.

Reliability Test

| Variabel                          | Jumlah item | Cronbach's Alpha | Keterangan |
|----------------------------------|-------------|------------------|------------|
| Knowledge Sharing (X1)           | 8           | 0.830            | Reliabel   |
| Teamwork (X2)                    | 6           | 0.899            | Reliabel   |
| Employee Engagement (Z)          | 9           | 0.865            | Reliabel   |
| Employee Performance (Y)         | 18          | 0.924            | Reliabel   |
| Rule of thumbs                   | 41          | ≥ 0.60           |            |

The reliability tes used correlation (r) pearson’s product moment that this correlation r have more statement to produces the subject than r table have a significant value (sig.) and have less than 5% subject this research is valid with count of r table 30 respondent and alpha 5% at 0.361 this reliable.
### Descriptive Analysis Result

#### Table 2.
**Statistic Descriptive**

**Descriptives (X1)**

| Item   | N  | Minimum | Maximum | Mean   | Std. Deviation |
|--------|----|---------|---------|--------|----------------|
| Item 1 | 105| 1       | 5       | 4.03   | 1.189          |
| Item 2 | 105| 1       | 5       | 3.89   | 1.164          |
| Item 3 | 105| 1       | 5       | 3.79   | 1.133          |
| Item 4 | 105| 1       | 5       | 3.43   | 1.167          |
| Item 5 | 105| 1       | 5       | 4.03   | 1.130          |
| Item 6 | 105| 1       | 5       | 3.93   | 1.003          |
| Item 7 | 105| 1       | 5       | 3.59   | 1.170          |
| Item 8 | 105| 1       | 5       | 3.74   | 1.195          |
| Valid N (listwise) | 105 |         |         |        |                |

**Descriptives (X2)**

| Item   | N  | Minimum | Maximum | Mean   | Std. Deviation |
|--------|----|---------|---------|--------|----------------|
| Item 1 | 105| 1       | 5       | 3.90   | 1.181          |
| Item 2 | 105| 1       | 5       | 3.80   | 1.147          |
| Item 3 | 105| 1       | 5       | 4.01   | 1.105          |
| Item 4 | 105| 1       | 5       | 3.91   | 1.173          |
| Item 5 | 105| 1       | 5       | 3.78   | 1.193          |
| Item 6 | 105| 1       | 5       | 3.89   | 1.163          |
| Valid N (listwise) | 105 |         |         |        |                |

**Descriptives (Z)**

| Item   | N  | Minimum | Maximum | Mean   | Std. Deviation |
|--------|----|---------|---------|--------|----------------|
| Item 1 | 105| 1       | 5       | 3.99   | 1.079          |
| Item 2 | 105| 1       | 5       | 3.89   | 1.146          |
| Item 3 | 105| 1       | 5       | 3.89   | 1.095          |
| Item 4 | 105| 1       | 5       | 3.93   | 1.146          |
| Item 5 | 105| 1       | 5       | 3.84   | 1.145          |
| Item 6 | 105| 1       | 5       | 3.87   | 1.152          |
| Item 7 | 105| 1       | 5       | 3.84   | 1.178          |
| Item 8 | 105| 1       | 5       | 3.96   | 1.046          |
| Item 9 | 105| 1       | 5       | 3.85   | .988           |
| Valid N (listwise) | 105 |         |         |        |                |
The descriptive analysis result of this study:
1. The average performance very high
2. The average teamwork rate as low
3. The average rated as employee engagement very low
4. The average rated knowledge sharing as high

**Outlier Test**

SEM is a multivariate method that combines aspects analysis and regression evaluation that permits researchers for concurrent have a seen at the interrelated relationships for signs in measuring latent constructs that seen a chain of relationships for these latent constructs engagement.

| Validity | Sig≤0.05 | 0.000 | Valid |
|----------|----------|-------|-------|
| Reability | Ca≥0.6 | 0.924 | Reliable |
| Univariate | Z -3+3 sd | -1sd+2 | No outlier |
| Multivariate | Chi(df)34.53 | 33.95 | No outlier |

**Model fit result**

| Indicator | Cov | Estimate | Descript |
|-----------|-----|----------|----------|
| Chi-square | 0,05 | 34,53 | Good fit |
| Sign | 0,05 | 0,408 | Good fit |
The table seen that evaluation of the suitability model to measurement outcomes in displaying the index values which all suitable. Then method precise suit that model already have an excellent fit. Marginal fit is version continues to be inside the perfect limits of version suitability.

Figure 2. Overall Model
Analysis of The Effect Knowledge Sharing, Teamwork on Employee Engagement and Employee Performance in Baristand Industri Surabaya The Ministry of Industry’s Work Unit

Tabel 5. Hypothesis Testing

| No | Relationship Between Variables | Std Estimate | C.R. | P Value | Description |
|----|--------------------------------|--------------|------|---------|-------------|
| 1  | Knowledge Sharing (X1) → Employee Engagement (Z) | 0.445 | 3.020 | 0.007 | H1 Accepted |
| 2  | Knowledge Sharing (X1) → Employee Performance (Y) | 0.282 | 2.000 | 0.039 | H2 Accepted |
| 3  | Teamwork (X2) → Employee Engagement (Z) | 0.436 | 3.709 | 0.015 | H3 Accepted |
| 4  | Teamwork (X2) → Employee Performance (Y) | 0.428 | 3.402 | 0.004 | H4 Accepted |
| 5  | Employee Engagement (Z) → Employee Performance (Y) | 0.274 | 1.980 | 0.049 | H5 Accepted |

Discussion

Knowledge sharing has an influence on employee engagement. The results of testing the hypothesis confirm the research of (Chordkunpan & Worasatepongsu, 2020) which proves that knowledge sharing can affect the engagement of Generation Y employees in Thailand. The current implementation, Surabaya Industrial Baristand employees are expected to be able to innovate, take initiatives as a form of their engagement in the agency and be loyal to the latest information to be shared with fellow co-workers so that they are always updated. Knowledge sharing is related to employee performance variables. The results of testing the hypothesis confirm that (Andra, 2018) proves that knowledge sharing has a good relationship with the performance of PT BRI employees at the Malang Kawi Branch Office, namely knowledge sharing can have an effect on employee performance. The implementation of knowledge sharing that is happening at this time, ASN employees in general and Surabaya Industrial Baristand employees in particular are required to be actively involved in sharing information so that they can become smart employees of technology experts in Bureaucracy 4.0 and master their respective job descriptions so that performance increases. Teamwork is related to employee engagement, which can have result this resourches have significant. (Istiqomah et al., 2021) prove that research that examines organizational justice, teamwork and employee engagement variables has an influence in the Pakis Village Unit Cooperative (KUD). The implementation of teamwork that is currently happening in the field, namely Surabaya Industrial Baristand employees are required to be able to play their respective roles in their duties which include physical, cognitive, and emotional aspects is main factor from teamwork. Teamwork has an association with employee performance research variables. engagement The results this research can confirming from the research of (Ariyanto et al., 2019), that the effect from this research have variable is teamwork variables for X1, work discipline is the X2 and HR performance with have perceived organizational support, the research needs research more from this for have rich variable and study for it. The implementation of teamwork...
that is currently happening in the field is that working in a team will produce greater output than working individually so that the targets and profits of the Surabaya Industrial Baristand Office can be achieved. Employees can be involved in office activities for good performance and profit agencies. The results of testing the hypothesis confirm the research by (Handoyo, 2017) which proves that the variables that discuss employee engagement when they work can be related to their performance at the office at PT. Tirta Rejeki Dewata. The implementation of employee engagement that is currently happening in the field, namely Surabaya Industrial Baristand employees can make improvements to the performance and competence of their employees obtained from the beginning of the selection results which are cognitively quality, personality and can be developed through training and background as the initial foundation for realizing better employee performance.

CONCLUSION
The conclusions of this research is:
1. Knowledge sharing have result significant effect on the engagement of Baristand Industri Surabaya, the Ministry of Industry's Work Unit.
2. Knowledge sharing have result significant effect on the performance of Baristand Industri Surabaya, the Ministry of Industry's Work Unit.
3. Teamwork have result on the employees engagement of the Baristand Industri Surabaya, the Ministry of Industry's Work Unit.
4. Teamwork have result significant effect on the performance of the Baristand Industri Surabaya the Ministry of Industry's Work Unit.
5. Employee engagement have result effect on the performance Baristand Industri Surabaya, Work Unit of the Ministry of Industry.

Suggestions to agencies are:
1. Create a work program that aims to enrich the knowledge and skills of employees so that employees also have a sense of attachment to their office.
2. Provide facilities to complement employee work activities such as workshops and so on.

Suggestions for research development are:
1. Can use other variables such as job satisfaction, balance work to family and so on and cake needs a larger population and sample, namely all employees of the Ministry of Industry than in one offices.
2. Can continue research that discusses work system policies related to the addition of one field at the Baristand Industri Surabaya, the Ministry of Industry's Work Unit which is still in the plan following a change name of the office to the Surabaya Industrial Service and Research Center.
3. Study this research can application of governance and use a the good corporate governance (GCG) for applied from businesses and agencies that create obligatory to be enforced and desired to be monitored.
**REFERENCE**

Andra, R. S. (2018). *Pengaruh knowledge sharing terhadap kinerja karyawan (studi pada karyawan PT Bank Rakyat Indonesia Kantor Cabang Malang Kawi)*. Universitas Brawijaya.

Ariyanto, D., Wardoyo, P., & Rusdianti, E. (2019). Pengaruh Teamwork Dan Disiplin Kerja Terhadap Kinerja Sdm Dengan Perceived Organizational Support Sebagai Variabel Moderating. *Jurnal Riset Ekonomi Dan Bisnis, 12*(3), 180–190.

Bernardin, H. J., & Russell, J. E. A. (2006). *Human resource management*. Tata McGraw-Hill New York.

Chordkunpan, A., & Worasatepongsa, P. (2020). The Influence of Knowledge Sharing on Competency Development and Generation Y Employee Engagement in Bangkok Thailand. *PalArch’s Journal of Archaeology of Egypt/Egyptology, 17*(3), 2526–2541.

Gunawan, H., & Wardana, A. W. (2018). Knowledge sharing sebagai mediasi antara employee engagement terhadap kinerja pengemudi gojek di Yogyakarta. *Brilant: Jurnal Riset Dan Konseptual, 3*(4), 411–424.

Handoyo, A. W. (2017). *Pengaruh Employee Engagement Terhadap Kinerja Karyawan Pada PT. Tirta Rejeki Dewata. Agora, 5*(1).

Istiqomah, R., Pardiman, P., & Khalikussabir, K. (2021). Pengaruh Organizational Justice dan Team Work Terhadap Employee Engagement Pada Karyawan Koperasi Unit Desa (KUD) Pakis. *Jurnal Ilmiah Riset Manajemen, 10*(10).

Rahma, U. H., Twiyogarendra, J.W., Rifqi, A.N., Mulyadi, D.M., & Fairuz, M. . (2019). *Kualitas Teamwork dalam Organisasi* (pp. 1–11). ResearchGate.

Ahmed, T. Khan, M.S., Thitivesa, D., Siraphatthada, Y., Phumdara, T. 2020. *Impact of employees engagement and knowledge sharing on organizational performance: study of hr challenges in covid-19 pandemic*. Human Systems Management, No. 39, 2020, pp. 589-601

Aulia, A. 2016. Pengaruh Budaya Organisasi terhadap Kinerja Karyawan melalui Knowledge Sharing sebagai Variabel Intervening (Studi pada PT.Pelabuhan Indonesia 3 Cabang Tanjung Perak Surabaya). *Jurnal Ilmu Manajemen, Vol. 4, No. 3, 2016 pp. 1-15

Arifin, A. 2020. Pengaruh kepemimpinan dan Kerjasama Tim Terhadap Kepuasan Kerja dan Kinerja Karyawan. *Journal of Economic and Business, Vol. 17, No. 2, 2020 pp. 186-193

Awalia, A. R., Fania, D., Setyaningrum, D. U. 2020. Pengaruh Teamwork terhadap Kinerja Karyawan (Study Kasus pada PT.XYZ Jatinangor). *E-Journal Equilibrium Manajemen, Vol. 6, No. 2, 2020 pp. 12-19*
Analysis of The Effect Knowledge Sharing, Teamwork on Employee Engagement and Employee Performance in Baristand Industri Surabaya The Ministry of Industry’s Work Unit

Bagaskoro et al. 2016. *Effect Of Compensation And Teamwork through The Performance Of Employees Job Satisfaction As An Intervening Variabel In PT.Citra Alam Lestari Semarang*, Journal of Management, Vol. 2, No. 2, 2016 pp. 1-9

Bukit, B., Malusa, T., Rahmat, A. 2017. Pengembangan Sumber Daya Manusia Teori, Dimensi Pengukuran, dan Implementasi dalam Organisasi. Yogyakarta: Zahir Publishing.

Devi, N. K., & Naser, H. 2018. Penerapan Knowledge Management dalam Peningkatan Kinerja pada PT. Indominco Bontang Kalimantan Timur. Prosiding, pp. 883-893

Elisabeth. A. 2021. Ciptakan smart asn, kemenperin gelar pelatihan dasar untuk cpns 2021. IDX Channel.com.

Ghozali, I. 2018. *Aplikasi Analisis Multivariate dengan Program IBM SPSS 25*. Badan Penerbit Universitas Diponegoro: Semarang

Gunawan, H., & Wardana, A. W. 2018. Knowledge Sharing Sebagai Mediasi Antara Employee Engagement Terhadap Kinerja Pengemudi Gojek di Yogyakarta, BRILIAN: Jurnal Riset dan Konseptual, Vol. 3 No. 4, 2018, pp. 424-437

Hanafi, A. 2016. *The Influence of Competence and Teamwork on Employee’s Performance of Agriculture, Corps and Horticulture Service, South Sumatera Province*. Jurnal Manajemen & Bisnis Sriwijaya, Vol. 14, No. 2, 2016 pp. 235-256

Kristanti, N., Pangemanan, S., & Rumokoy, F. 2017. Faktor-faktor Analisa dari Keterikatan Pegawai di PT.PLN Wilayah Suluttenggo. Jurnal EMBA, Vol. 5, No.3, 2017 pp. 3292-3301

Lindsjorn, Y., Sjoberg, D.I.K., Dingsoyr, T., Bergersen, G.R., Dyba, T. 2016. *Teamwork quality and project success in software development: a survey of agile development teams*. The Journal of Systems and Software, 122, 2016, pp. 274-286

Maulana, A., & Rosmayati, S. 2020. Modal Intelektual & Manajemen Pengetahuan. Bandung: Guepedia.

Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia. (2011). PermenpanRB No.14 Th.2011 tentang Pedoman Pelaksanaan Program Manajemen Pengetahuan (Knowledge Management).

Menteri Pendayagunaan Aparatur Negara Dan Reformasi Birokrasi Republik Indonesia. (2017). PermenpanRB No.11 Th.2017 tentang Manajemen Pegawai Negeri Sipil.

Mughal, M.U. 2020. *The impact of leadership,teamwork and employee engagement on employee performance*. Saudi Journal of Business and Management Studies, Vol. 5, No. 3, 2020, pp. 233-244
Analysis of The Effect Knowledge Sharing, Teamwork on Employee Engagement and Employee Performance in Baristand Industri Surabaya The Ministry of Industry’s Work Unit

Muizu, W. Z., Titisari, A., & Sule, E. T. 2018. Peran Knowledge Sharing terhadap Kinerja Pegawai Perusahaan Telekomunikasi. Jurnal Inovasi Bisnis dan Manajemen Indonesia, Vol. 1, No. 3, 2018 pp. 403

Nabila, H.A, & Ratnawati, I. 2020. Pengaruh Persepsi Dukungan Organisasi terhadap Kinerja Karyawan dengan Keterikatan Karyawan dan Perilaku Kerja Proaktif sebagai Variabel Intervening. Diponegoro Journal Of Management, Vol. 9, No. 4, 2020 pp. 1-12

Nadilla, P. A. 2020. The Effect of Knowledge Sharing Toward Employee Performance with Teamwork as The Moderate at PT Telkom Indonesia division of Regional II Jabodetabek. Jurnal Manajemen Maranatha, Vol. 20, No. 1, 2020 pp. 1-11

Noviardy, A. & Aliya, S. 2020. Pengaruh Employee Engagement dan Komitmen Organisasi Terhadap Kinerja Karyawan di Bidang Perkebunan Kelapa Sawit (Studi Empiris Pada PT. Suryabumi Agrolanggeng, Sumatera Selatan). Journal Management, Business, And Accounting, Vol. 19, No. 3, 2020 pp. 258-272

Nurcahyo, S. A., & Wikaningrum, T. 2020. Peran Knowledge Sharing, Learning Organization dan Individual Innovation Capability terhadap Kinerja Karyawan. Jurnal Ekonomi dan Bisnis, Vol. 21, No.2, 2020 pp. 13-25

Putra, D. A. D., & Silvianita, A. 2020. Perang Knowledge Sharing Enablers Terhadap Kinerja Karyawan Dalam Menghadapi Revolusi Industri 4.0. Jurnal Ilmiah MEA (Manajemen, Ekonomi, dan Akuntansi), Vol. 4, No. 3, 2020, pp. 884-905

Qodariah. 2019. Analisis Deskripsi Pengaruh Work Engagement Terhadap Kinerja Karyawan: Ability (A), Effort (E), Support (S) PT Surveyor Indonesia, Vol. 1, No. 2, 2019, pp. 53-64

Rusmahadewi, I.A., & Darma, G.S. 2018. Team Engagement and Performance Management (A Study of Banking Industry), Jurnal Manajemen dan Bisnis, Vol. 15, No.3, 2018, pp. 38-50

Shalahuddin, A. 2018. Pengaruh Kompetensi, Komitmen Organisasional dan Employee Engagement terhadap Kinerja Pegawai PDAM Tirta Khatulistiwa Pontianak, Jurnal Ekonomi Bisnis dan Kewirausahaan, Vol. 7, No. 3, 2018, pp. 202-214

Sakure et al. 2019. Pengaruh Employee Engagement, Pemberdayaan, dan Komitmen Organisasi terhadap Kinerja Karyawan PT. Toyota Motormanufacturing Indonesia, Jurnal Manajemen Teori dan Terapan, No.2, 2019, pp. 126-148

Siswanti, Y., & Pratiwi, K.S. 2020. Analisis Dukungan Organisasional Persepsi dan Employee Engagement terhadap Kinerja Karyawan: Kepuasan Kerja sebagai Pemediai. Jurnal Manajemen dan Keuangan, Vol. 9, No. 3, 2020 pp. 286-304

Suryani, N.KS., & John, E.H.J. 2018. Buku Kinerja Organisasi. Yogyakarta: Deepublish.
Analysis of The Effect Knowledge Sharing, Teamwork on Employee Engagement and Employee Performance in Baristand Industri Surabaya The Ministry of Industry’s Work Unit

Wulandari, I.S., Frianto, A. (2020). Peran high performance work system terhadap employee engagement dan employee resilience: studi literatur. Journal of Business and Innovation Management, (3)1, 1-16.

Zumali, Suharyadi, Purwanto. 2018. Pengaruh Knowledge Creation, Knowledge Sharing dan Knowledge Application terhadap Pemberdayaan Karyawan Tetap Non Dosen (Studi pada Universitas Mercu Buana). Jurnal Ilmiah Manajemen Bisnis, Vol. 4, No. 1 2018 pp. 1-20