

The effect of knowledge sharing toward employee performance with teamwork as the moderator at PT Telkom Indonesia division of regional II Jabodetabek

Putri Ananda Nadilla

Telkom University

Jl. Telekomunikasi Bandung. 40257. Indonesia

Nandanadilla1234@gmail.com

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Abstract: PT Telkom Indonesia is one of the best SOE companies in Indonesia. One of the efforts made by Telkom is to always become a good corporate that they have experienced and knowledgeable human resource. This research aimed to determine the effects of knowledge sharing on employee performance with teamwork as a moderator in PT Telkom Indonesia division of regional II Jabodetabek. The research method used in this research was quantitative with multiple linear regression analysis. The basic theory used in this research is the basis theory of knowledge sharing and teamwork. The population in this study was Regional II employees of PT Telkom Indonesia that have 95 respondents as the total of respondent in this research. The sampling technique type used non-probability sampling with using convenience sampling. In this research the method was using multiple linear regression analysis methods and hypothesis testing (T test, F test, and coefficient of determination) using application called SPSS 20 for windows. The research results in this study revealed that there is a positive impact and significant relationship between knowledge sharing on employee performance partially; while from simultaneously of knowledge sharing on employee performance with teamwork as a moderator also has a positive relationship and significant effect. Conclusion from this study showed that teamwork variable moderates the relationship between knowledge sharing on employee performance in Regional II PT Telkom Indonesia.

Keywords: employee performance; knowledge sharing; teamwork

Abstrak: PT Telkom Indonesia adalah salah satu perusahaan BUMN terbaik di Indonesia. Salah satu upaya yang dilakukan Telkom adalah untuk selalu menjadi perusahaan yang baik yang telah mereka alami dan sumber daya manusia yang berpengetahuan luas. Penelitian ini memiliki tujuan untuk mengetahui seberapa besar pengaruh berbagi pengetahuan terhadap kinerja karyawan dengan kerja tim sebagai moderator di PT Telkom Indonesia Divisi Regional II Jabodetabek. Penelitian ini menggunakan metode kuantitatif dengan analisis regresi linier berganda. Teori dasar yang digunakan mengenai teori dasar berbagi pengetahuan dan kerja tim. Populasi yang tercantum dalam penelitian ini adalah karyawan Regional II PT Telkom Indonesia yang memiliki 95 orang responden sebagai total responden dalam penelitian ini. Jenis teknik pengambilan sampel yang digunakan adalah non-probability sampling, yaitu convenience sampling. Pada penelitian ini, metode yang digunakan adalah analisis regresi linier berganda dan pengujian hipotesis (Uji T, Uji F, dan koefisien determinasi) dengan aplikasi yang bernama SPSS 20 for Windows. Hasil penelitian dalam penelitian ini mengungkapkan bahwa terdapat pengaruh positif dan hubungan yang signifikan antara berbagi pengetahuan terhadap kinerja karyawan secara parsial, sedangkan dari berbagi pengetahuan secara simultan tentang kinerja karyawan dengan kerja tim sebagai moderator juga memiliki efek positif dan

signifikan. Kesimpulan dalam penelitian ini adalah variabel kerja tim dapat memoderasi hubungan antara berbagi pengetahuan dengan kinerja karyawan di Wilayah II PT Telkom Indonesia.

Kata kunci: *kerja tim; kinerja karyawan; pembagian pengetahuan*

1 INTRODUCTION

In the era of globalization, demands of organization to be dynamic towards changes and be able to survive and achieve organizational goals. There are two factors influence organization change, which are external and internal factors, therefore an organization must respond with every change that appears. One thing must be owned by an organization is employees; because good employee performance is a picture of successful organization, both in achieving goals and employee development. Nowadays, many companies in Indonesia are competing to become the best company that have a good reputation. One of the companies that have a good reputation in Indonesia is PT Telkom Indonesia (Ghivarianto, 2020).

PT Telkom Indonesia is a state-owned enterprise (SOE) or called as a Persero. Persero is a company that engaged in the category of information and communication technology (ICT) and telecommunications networks in Indonesia and one of the best state-owned companies in Indonesia. This evidenced by the award recently won by this company. The award announced Telkom as the only company from Indonesia listed in the GLOBAL 500 (Nursalikah, 2018).

One of the efforts made by Telkom is to become a good corporate that have experienced and knowledgeable human resources. Human resources are one of the elements found in the company. Definition of performance is a behavior accordance with the objectives of the organization in the workplace. Performance is synonymous with behavior. Employee performance according to Bintoro (2017) influenced by many factors consist of motivation, talent, awaranness, expertise, education, experience, training, interests, manners, physical condition, personalities, physiological, social, and egoistic needs. This also applies in PT Telkom Indonesia which has implemented employee performance appraisal system. Performance appraisal at PT Telkom Indonesia based on company policy K.66/ 2006 with two assessments namely performance appraisal (p) and competency assessment (k). Both points are important to support overall company performance, and the evaluation is done in the end of each year.

Nowadays, most company use knowledge sharing to improve their knowledge to become broader than before. Employee performance improvement depends on various types of variables in the organization, however in this digital era also influenced by the effective and efficient use of knowledge in organizations (Aksoy, Ayranci, & Gozukara, 2016). According Raharso & Tjahjawati (2016), knowledge understood as information processing such as ideas or facts relevance to improve the performance of individuals, teams, and organizations. By doing knowledge sharing among members, it will be easier to understand and determine the same vision in order to produce good output for divisions and companies. Based on the research by Henttonen, Kianto, & Ritala (2016), the keys goal of knowledge sharing among employees in organization are doing transfer knowledge into organizational assets and resources. As well as study from Saeed (2016) concluded that knowledge sharing activities are essential to achieving competitive advantage in a dynamic industry. By using effective knowledge sharing tools and practices, knowledge can be effectively managed and exchanged inside and outside the organization. Telkom Indonesia is one the company that implements knowledge sharing activities for its employees. Knowledge sharing with companies occurs if there is an initiative from each unit. The company encourages its employees to carry out knowledge sharing activities. Based from the results of unstructured interviews with one of the employees, activities that are routinely carried out are to work on and collect reports, while sharing sessions are conducted according to the needs of the division, therefore these activities depends on the need of a division in a company.

One things must be owned by employees in a company is a team that has good morale in order to increase company's productivity. Companies mostly prefer to carry out their activities and achieve their goals in the form of work teams. A team must have good teamwork to be able to achieve the same vision with each other. On the other hand, the absence of teamwork's concepts and strategies

leads company into failure, disappointment, low morale, and poor productivity which threaten the organization. Ivancevich, Konopaske, & Matteson (2005) define a team is a group that has maturity enough with a certain degree of dependence among its members and characterized by motivation to achieve a common goal. Fahmi (2013) states that a team work is a group of people who have a common vision and mission who work in an effort to carry out the realization of the work. The formation of a teamwork is done because there is a desire to speed up a job to be carried out in accordance with the targeted time. This definition supported by the research done by Shouvik & Hisam (2018), which stated that teamwork has an ability to enable the members of the team to encourage a higher level of emotional security, self-confidence, and the ability to create some plan and decide positively with other people.

When working in teams, each team member may have different levels of knowledge, therefore when a team is communicating or coordinating, they will express their opinions or knowledge to others. This concept indirectly makes team members knowledge increase and make them carried out activities to share knowledge in a team. The statement reinforced by research from Jamshed, Nasri, & Raida (2018) that mentioned in the team, peer interaction encourages knowledge sharing; moreover it will increase team and individual performance. Chalifa & Nugrohoseno (2014) stated the team is a basic unit for transferring and preserving knowledge in many organizations, because the stage in knowledge transfer is about giving and receiving. Based on this background, the problem statements in this paper are:

- a. Does knowledge sharing have a significantly impact on employees' performance in the PT Telkom Indonesia?
- b. Does teamwork moderates significantly between knowledge sharing and employees performance?

2 METHOD

This research was using quantitative research methods. Quantitative method means a method based from the analogy philosophy of positivism used to examine a participation or sample, collect data using research instruments and to analyze quantitative or statistical data, with the aim of researching a predetermined hypothesis (Sugiyono, 2013). The type of research used in this research was causal descriptive research. Darmawan (2013) stated that descriptive research aimed to describe an object or activity that concern to the researcher. Meanwhile causal is a causal relationship between one variable with others variable. Therefore, in this study, it can be seen that there are variables influence and variables that are affected.

Data collection techniques and sources carried out through primary and secondary data sources. Primary data was generally collected from answered of structured questions (quantitative), as well as interviews, open questions in a questionnaire, and observation (qualitative) (Sunjoyo, Setiawan, Carolina, Magdalena, & Kurniawan, 2013). According to Sugiyono (2013), secondary data means sources that indirectly provide data to data collectors, for example through a book.

Sugiyono (2013) defines the population as an area consists of objects that have certain qualities and characteristics chosen by the researchers to learn and deduced. In this research, the population used was employees of Regional II PT Telkom Indonesia with 1983 employees.

In this research using non-probability sample and according to Sugiyono (2013), non-probability sample is a technique of sampling that does not provide the same opportunities for each member chosen as a sample. The type of sample used in this research was convenience sampling. Sugiyono (2013) defines convenience sampling obtained from the availability of elements and easiness in getting samples. This method of sampling was chosen because the samples are on the right place and time. Researcher spreaded the questionnaire randomly in Reg. II in PT Telkom Indonesia. Slovin formula is used in this study to determine the number of samples to be used (Sujarweni & Endrayanto, 2012):

$$n = \frac{N}{1 + (N \times e^2)}$$

The information as follows:

n = the amount of samples

N = the sum of population

e = the percentage of looseness because of desirable sampling errors.

With a total population of 1983 people and an error level (error rate) set by researchers at 10%. When using this formula, the number of samples obtained as follows:

$$n = \frac{1983}{1 + 1983(0.1)^2}$$

$$n = 95,2 \approx 95 \text{ respondents (rounded)}$$

Based on the calculation of the sample that has been done above, it has acquired 95,2, however the author rounded to 95 samples.

Table 1. Operational research variable

Variables and concept variables	Dimension	Indicator	Scale of measurement
Rachman (2016) describes personnel management is to plan, organize, direct, and control the procurement, establishment, substitution, integration, preservation, and dismissal of employees, with aim of realizing company, individual, employee, and community goals	Quality	- The ability to complete the task	Ordinal
	Quantity	- Meet company standards	Ordinal
		- Achievement in company target	Ordinal
	Timeliness	- Job well done	Ordinal
		- Timely in completing assignments	Ordinal
	Effectiveness	- Complete the task effectively	Ordinal
		- Efficient in completing task	Ordinal
	Independence	- Facilities and infrastructure make it productive	Ordinal
		- Work commitment	Ordinal
	Knowledge defines as information processing such as ideas or facts that have relevance to improve the performance of individuals, teams, and organizations (Raharso & Tjahjawati 2016)	Knowledge Donating	- Willingness to do assignments
- The awareness of doing a knowledge sharing			Ordinal
- Doing a knowledge sharing with co-workers			Ordinal
- Sharing a skill with co-workers			Ordinal
Knowledge Collecting		- Share a new knowledge with co-workers	Ordinal
		- Facilities & infrastructure in the organization	Ordinal
		- Get knowledge from co-workers	Ordinal
		- Questions are always answered by co-	Ordinal

According to Amir (2017), a team is a group of people who interact and influence each other, have a sense of responsibility to achieve common goals that fit the goals of the organization, and consider themselves as a social entity in the organization	Cooperating	workers - Get new skills from co-workers	Ordinal
	Coordinating	- Helping co-workers that have a problem	Ordinal
		- Trust the co-workers	Ordinal
	Communicating	- Coordinate the work with co-workers	Ordinal
		- Good relationship with co-workers	Ordinal
	Comforting	- Sharing information clearly	Ordinal
		- Listen to co-workers' ideas	Ordinal
	Conflict Resolution	- Freedom in sharing the ideas	Ordinal
		- Convenience in workteam	Ordinal
		- Decision-making to solve unpleasant situation	Ordinal
		- Ability to develop teamwork	Ordinal

Source: Author's processed data (2019)

3 RESULTS AND DISCUSSIONS

3.1 Research result

Validity test was conducted on 95 respondents and researchers used a significance level of 5% ($\alpha = 0,05$) which would obtain an r_{table} of 0,202. If r_{count} is bigger than r_{table} 0,202, the item declared as valid and can be used. The results of the validity test from the entire variables shown in Table 2:

Table 2. Validity result

	EP	KS	TM
EP 1	0,494		
EP 2	0,499		
EP 3	0,564		
EP 4	0,566		
EP 5	0,615		
EP 6	0,645		
EP 7	0,583		
EP 8	0,246		
EP 9	0,480		
EP 10	0,500		
KS 1		0,572	
KS 2		0,477	
KS 3		0,562	
KS 4		0,769	
KS 5		0,312	
KS 6		0,706	
KS 7		0,649	
KS 8		0,755	

TM 1	0,493
TM 2	0,432
TM 3	0,611
TM 4	0,530
TM 5	0,787
TM 6	0,698
TM 7	0,756
TM 8	0,713
TM 9	0,823
TM 10	0,687

Source: Author's processed result (2019)

The result from Table 2 showed that all of the indicator number is bigger than 0,202, and it means that the indicator in this research is valid and can be used.

Sunjoyo et al. (2013) describe reliability as an index that indicates the extent to which the gauges can rely upon. Each device must have the capability to give a measurement results that always have relatively consistent over time. To find out whether an item is reliable or not, the alpha value should have a positive number and lower than $> 0,6$ it means reliable. When the alpha value has positive number and higher than $< 0,6$ then it means not reliable (Sujarweni, 2015). The results of the reliability test on all statement items of each variable of this study shown in Table 3.

Table 3. Reliability test

Variable	Cronbach's Alpha
EP	0,694
KS	0,744
TM	0,855

Source: Author's processed result (2019)

The result of the study in the Table 3 above showed that the number of all variable is $\geq 0,6$, therefore it can be said the entire variable is reliable.

Descriptive analysis is a statistical analysis used to analyze the data by describing the data that has already been collected without any meaning to make conclusions or generalizations applies to public (Sugiyono, 2013). Descriptive analysis produces tables, graphs, and diagrams. In this study, measurements were made using a questionnaire and consists of five answer options that must be chosen and considered according to respondents. From the answers, the criteria for all of each item is based on a percentage then calculated by the author using a formula to get interpretation criteria. The interpretation criteria result shown in Table 4.

Table 4. Percentage of scoring interpretation criteria

Percentage	Percentage Category
20% - 36%	Very bad
> 36% - 52%	Bad
> 52% - 67%	Average
> 68% - 84%	Good
> 84% - 100%	Very good

Source: Author's processed result (2019)

Table 5 showed the results of the descriptive test of each variable as follows.

Table 5. Descriptive result

Variable	Percentage	Information
Employee Performance	89,47%	Very Good
Knowledge Sharing	85,28%	Very Good
Teamwork	88,10%	Very Good

Source: Author's processed result (2019)

Descriptive test result showed that the percentage of all variable is above 84%, namely employee performance with 89,7%, knowledge sharing with 85,2%, and teamwork with 88,10%. Those results indicated that all variable is included in the very good category.

Regression analysis is a basis of the study of dependent variables with one or more independent variables, with the purpose of forecasting, and for regression test on moderating variables used multiple regression analysis to process the data. The result of regression analysis shown in Table 6.

Table 6. Multiple linear regression result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2,59	,416		5,428	,000		
1 Knowledge Sharing	,250	,135	,228	1,855	,067	,510	1,959
1 Knowledge Sharing × Teamwork	,063	,022	,352	2,858	,005	,510	1,959

a. Dependent Variable: Employees_performance

Source: Author's processed result (2019)

$$Y = a + b_1x_1 + b_2(x_1 \times x_2) + \dots$$

$$Y = 2,259 + 0,250X_1 + 0,063X_1 \times X_2$$

From the result of SPSS above, it could be interpreted as:

1. The constant value of 2,259 states if there are a value of zero (0) for the variable X1 and X2, the value of Y is 2,259.
2. The regression coefficient X1 is positive at 0,250 means variable X1 have 1 value, therefore knowledge sharing has a value of 0,250.
3. The regression coefficient X1×X2 is positive at 0,063 means if X1 and X2 has 1 value, theferore the teamwork value as the moderator has a value of 0,063.

T test used to decide the separately effect of the relationship between independent and dependent variables. The results shown in Table 7.

Table 7. T test result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2,294	,432		5,314	,000		

Knowledge Sharing	,520	,100	,475	5,199	,000	1,000	1,000
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a. Dependent Variable: Employee Performances

Source: Author's processed result (2019)

Based on the Table 7, the following results were obtained:

1. Variable X1 has a T_{count} value more than T_{table} value, T_{count} value is $(5,314) \geq T_{table} (1,986)$.
2. Partially there was a significant influence between Knowledge Sharing (X1) on Employee Performance (Y).

To find out the significant impact of the independent variables together on a dependent variable, the researcher used the F test. F test result shown in Table 8.

Table 8. F test result

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	6,831	2	3,415	18,644	,000 ^b
1 Residual	16,853	92	,183		
Total	23,684	94			

a. Dependent Variable: Employees Performance

b. Predictors: (Constant), KnowledgeSharing_Teamwork, Knowledge Sharing

Source: Author's processed result (2019)

From Table 8, the result showed that significance between X1 and Y with moderator is $\alpha_{count} (0,00) < \alpha_{table} (0,05)$ and the value of F_{count} is $(18,644) > F_{table} (3,09)$. Therefore, it concluded that teamwork moderates the relationship between knowledge sharing and employee performance.

The magnitude of the influence of teamwork (X2) as a moderator consisting of cooperating, coordinating, communicating, comforting, and conflict resolution on knowledge sharing (X1) and employee performance (Y) shown in the Table 9.

Table 9. Coefficient of determination result

Model ^a	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,537 ^a	,288	,273	,428

a. Predictors: (Constant), KnowledgeSharing_Teamwork, Knowl Sharing

Source: Author's processed result (2019)

Based on the processed data above, the teamwork variable (X2) as a moderator consisting of cooperating, coordinating, communicating, comforting, and conflict resolution gave an effect of 28,8% on knowledge sharing (X1) and employee performance (Y); while 71,2% influenced by other variables besides teamwork (X2).

3.2 Research discussion

From the result of descriptive test above, employee performance has a percentage of 89,7% which means a very good category of employee performance in the company. The key to success of an organization is a good performance from the employee. This statement supported by Andra & Utami (2018) in their research, which mention that employee performance will impact the performance of the organization, because the employee's performance is a major contribution that support the achievement of company objectives.

Knowledge sharing has percentage of 85,38% and in a very good category, it means that knowledge sharing in the company running effectively and efficient. With the habit of doing

knowledge sharing, it will have a good impact on each employee and the organization itself (Andra & Utami, 2018). Teamwork has percentage of 88,10% and in a very good category, it means that the activity of teamwork in company is good and running effectively. This result is in line with Balamurugan (2019) that stated work carried out by the team finish more effectively and efficiently in comparison with individual work.

The result from multiple linear regression test showed the constant value is 2,259 means if there are a value of zero (0) for the variable X1 and X2, the value of Y is 2,259. The regression coefficient X1 is positive at 0,250, meaning variable X1 have 1 value so knowledge sharing has a value of 0,250. The regression coefficient X1×X2 is positive at 0,063 means that if X1 and X2 has 1 value so the teamwork value as the moderator has a value of 0,063. It can be concluded that the independent variables, namely knowledge sharing and teamwork, have a positive effect on employee's performance. This positive influence show that the higher both of the variable of knowledge sharing and teamwork, the better the performance of employees itself.

From hypothesis testing of T test, the results showed that knowledge sharing (X1) has a significant effect partially toward employee performance (Y). This is proven by the result of T-test, X1 has a T_{count} value bigger than the T_{table} value, because the T_{count} value is $5,314 \geq T_{table} 1,986$. It means that there is a significant effect between knowledge sharing toward employee performance. The research has been relevant to the theory of Bintoro (2017) which mentioned that performance influenced by many factors and one of them is knowledge. This theory also supports the research from Chalifa & Nugrohoseno (2014) which states that the sharing of knowledge significantly has an influence on employee performance. This research also strengthened by the research from Firmaiansyah (2014) that stated activities related to knowledge sharing improve the performance of employees. The company realizes by having the knowledge possessed of members in organization, it will give benefit to organization.

From hypothesis testing of F test, the results showed teamwork (X2) moderates the relationship between knowledge sharing (X1) toward employee performance (X2) simultaneously. This is evidenced by the result of F-test that the significance between X1 and Y with moderator is $\alpha_{count} (0,00) < \alpha_{table} (0,05)$ and the value of F_{count} is $(18,644) > F_{table} (3,09)$. The result of this research is relevant to the theory of Bintoro (2017) which mentioned that performance is influenced by many factors include knowledge and social needs and this theory strengthened by the research from Chalifa & Nugrohoseno (2014) which stated that teamwork is a basic unit for transferring and preserving knowledge in many organizations and encourages employees to broaden skills and knowledges, and boosts the employees' performance. This research is also in line with research from Pandelaki (2018) that mentioned teamwork has an important role in achieving company performance, because if there is a good teamwork and able to complete every task and work program in a time and effective manner, it will create good work results. This study also shown the same result with the research of Jamshed et al. (2018) that found team and peer interaction encourage knowledge sharing and finally it will increase team and individual performance.

4 CONCLUSIONS AND SUGGESTION

The result of descriptive analysis of all the variables in this study was in the very good category which means that employee performance, knowledge sharing, and teamwork in PT Telkom already have a good implementation. Based on the output of this research, partially there was a significant effect by the knowledge sharing variable on employee performance. This means that knowledge sharing activity that happens in the company improve their employee's performance. The relationship between knowledge sharing and teamwork as a moderator on employee performance has a positive and significant effect simultaneously. This proves that the existence of teamwork as a moderator strengthen the relationship between knowledge sharing on employee performance.

From the research findings, the result from all of the variable showed a good result. Several managerial implications that can be suggested from the researcher such as company must maintain and increase the activities related to the variables. As an employee, it is important to meet the targets given by the company, in this case the company must provide job training in the company in order to improve their skills or ability therefore the employees will be able to achieve the next target. For the

knowledge sharing activity, researcher suggests company to maintain and held regular knowledge sharing activities such as the culture of reading book for all division in the company, therefore it will make employees improve their knowledge. For the teamwork, company should increase activities related to the work team such as outing activities like outbound in order to strengthen relations between employees and it make them becomes solid.

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