

The Influence of Knowledge Management on Sustainable Organizational Development Based on Innovation and Competency At Pt. Pln (Persero) Aceh Main Unit

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Abstract: The main goal of this research is to find out the knowledge management impact on sustainable organizational development based on innovation and competency at PT PLN (Persero) Aceh Main Unit (PLN Aceh). This study used all employees of PLN Aceh as the data population; it is about 900 employees, and the sample size used in this study was about 277 employees, according to the Slovin formula. This research used the Structural Equation Modeling (SEM) method. The research results show that knowledge management influences motivation, knowledge management influences innovation, knowledge management influences competency, knowledge management does not influence sustainable organizational development, motivation influences sustainable organizational development, innovation influences sustainable organizational development, competency influences sustainable organizational development, Knowledge Management influences Sustainable Organizational Development Thru Motivation, Knowledge Management influences Sustainable Organization Development Thru Innovation, and Knowledge Management influences Sustainable Organizational Development Thru Competency. These findings explain that all mediators in the model function as full mediators, because knowledge management cannot significantly influence sustainable organizational development directly. So the results explain that the model for increasing sustainable organizational development at PLN UIW Aceh is a function of strengthening knowledge management, by strengthening the motivation, innovation, and competency of its employees

Keywords: Knowledge Management, Sustainable Development Organizational, Innovation, Competency, Motivation

I. Introduction

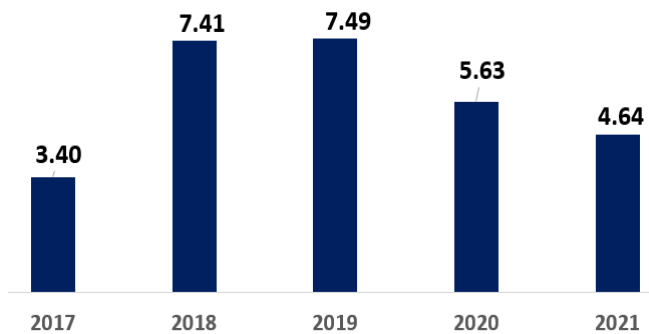
Global issues affect so many national companies. In this 4.0 era of digitalization, so many big companies are increasing their standards, especially human resource development. PT PLN (Persero) PLN is a state-owned enterprise that focuses on people's development. As a state-owned enterprise, which was established in 1985, PLN has authorization for electricity business with the mandatory obligation to electrify all purposes. PLN Aceh Main Unit (PLN Aceh) has the mandatory task of electrifying all customers in Aceh Province with a few support units such as 6 UP3, 1 UP2D, 1 UPPK, 38 ULP, and 4 PLTD Units spread across 23 Regencies and Cities.

The PLN vision is to become the best generation, distribution, and customer service management unit in Southeast Asia and for the PLN Aceh is as #1 customer choice for energy solutions in Aceh Province. Supporting the vision, PLN determines its mission, which consists of (1) managing small-scale generation activities, distributing electricity with quantity, quality, and reliability following established standards; (2) managing commerce and customer management as well as selling electricity to meet needs and levels of customer satisfaction and improve company performance; and (3) managing company resources and assets efficiently, effectively, and synergistically to ensure optimal business management and compliance with safety, occupational health, environment, and security, as well as the principles of good corporate governance.

The vision and mission of PLN Aceh describe the company's focus on improving HR quality management to fulfill customer satisfaction. This is also stated in the PLN's core value, which is a guide for all PLN people in their mindset, attitudes, and daily behavior in working to contribute to the company. This value system is formulated in the form of AKHLAK (trustworthy, competent, harmonious, loyal, adaptive, and collaborative). The values that lead to

improving the quality of human resources with good management are stated in the Competency and Adaptation points. Competent means that HR at PT PLN (Persero) should: (1) continue to learn and develop capabilities with behavioral guidance; (2) increase their competence to answer ever-changing challenges; (3) help others learn; and (4) complete tasks with the utmost quality. The next point is adaptive, which means that HR at PT PLN Persero must (1) continue to innovate and be enthusiastic about driving or facing change with behavioral guidance, (2) quickly adapt to become better, and (3) continuously make improvements following technological developments. , and (4) act proactively.

A global challenge that many big businesses worldwide must deal with is sustainable development in the workplace. (UN, 2018) Examining the connections between several elements, including environmental, social, and economic ones, is crucial when researching sustainability. One of the economic factors influencing the parent company of PT. PLN (Persero) Aceh region is sustainable/sustainable sales growth. Sales grew at 3.40% in 2017 and grew steadily until 2019, when it reached 7.49%..



Source: PLN Aceh (2022)

Figure 1.Sales Growth of PLN UIW Aceh

Sales growth decreased in 2020, namely 5.63% and 4.64% in 2021 so sustainable organizational development in one of the economic aspects decreased. Sustainable organizational development is considered a business strategy to meet stakeholder needs both now and in the future. This business strategy can include transparency, proper employee development, and efficient use of resources. One of the driving factors for successful sustainable development in companies is quality human resources (HR).

HR is the basic capital for a company to realize its goals. Apart from being required to have hard skills, HR must also prepare soft skills that are closely related to technological advances. Responding to this global issue, the priority program of the President of the Republic of Indonesia for 2020–2024 focuses more on developing Indonesia's human resources (HR), aimed at achieving a golden Indonesia by 2045. The RPJ IV Program (2020-2025) targets the realization of an independent Indonesian society. that is advanced, fair, and prosperous with the support of quality and highly competitive human resources. The vision of a golden Indonesia in 2045 focuses on building a sovereign, advanced, just, and prosperous national character in the 4.0 era. This priority program is based on the issue of the low capacity and ability of human resources to face changes in the strategic environment, which causes Indonesia's weak position in the international world.

Based on the survey, it is known that the average score for Sustainable Organizational Development is still relatively low, namely 3.40. This shows that Sustainable Organizational Development is still not good (3.40<3.41). The low level of Sustainable Organizational Development is influenced by the company's human resources. The company expects high levels of Sustainable Organizational Development where the average figure is more than 4. However, in reality, the Sustainable Organizational Development that is already underway is not yet optimal.

Incompetence is one of the elements that affect the growth of sustainable organizations. Competency is the capacity to perform a task or job that is backed by the work ethic demanded by the profession and is based on skills and knowledge. Competencies are the aptitudes, know-how, and talents needed to support and facilitate the completion of tasks in line with the intended goals. Patterns or combinations in the selection of employees include competency constraints or specialized competencies for a given position. Planning for task transfers, assessing performance, and developing employees (Srikaningsih & Setyadi, 2015).

According to (Wibowo, 2016), competence is a basic quality held by an individual that directly affects or characterizes exceptional performance. Put differently, proficiency is what exceptional performers are. Based on the survey results, it is known that the average competency score is not good, namely 3.38 (3.38<3.41). Some indicators have

a relatively average value or can be said to be low, namely traits, knowledge, and motivation. Employee competency based on pre-survey results is still not optimal, where the average number of several indicators is still below number 4, which is expected to reach number 4.

Except for competence, innovation is also a factor that influences sustainable organizational development. To carry out innovation, organizations are required to have good and in-depth knowledge. As one of the competitive assets, knowledge must be possessed by every individual to be able to develop skills. From the survey, it is known that the average innovation score is good, namely 3.29 (3.29<3.41). Some indicators have a relatively average value or can be said to be still low, namely the indicator of idea promotion and innovation. Employee innovation based on pre-survey results is still not optimal, where the overall average figure is still far from expectations, namely below number 4, which is expected to reach number 4 or more.

The next factor that influences sustainable organizational development is motivation. Without motivation, an employee cannot fulfill his duties according to the standards of service, even going beyond the standards of his duties. What is his motive and motivation for work that is not fulfilled? With motivation, employees will have a high level of interest and enthusiasm in carrying out the tasks that are ideally assigned to them. Employees with high work motivation will produce maximum performance and will have an impact on sustainable organizational development. Based on the survey results, it is known that the average sustainable organizational development score is good, namely 3.38 (3.38<3.41). Employee motivation based on pre-survey results is still not optimal, where the overall average figure is still far from expectations, namely below number 4, which is expected to reach number 4 or more.

Another factor that influences sustainable organizational development is knowledge management. Knowledge is the main asset, apart from those that are intangible, in an organization. The success of an organization depends on management's knowledge of dealing with environmental changes. Sustainable competitive advantage for organizations comes from the uniqueness of valuable, rare, imperfect, and non-substitutable resources. A company's sustainability performance is something that determines the company's continued existence in this era of globalization. Therefore, increasing this can be achieved in several ways, including through HR competency. Based on the survey results, it is known that the average value for knowledge management is good, namely 3.39 (3.39<3.41). Some indicators have a relatively average value or can be said to be low, namely the internalization and externalization indicators. Knowledge management based on pre-survey results is still not optimal, where the overall average figure is still far from expectations, namely below number 4, which is expected to reach number 4 or more.

PLN Aceh has a human resources staff of 900 employees as of June 2021, with a HR composition of PLN Aceh's HR composition reaches 68% with a working period of more than 6 years, while based on age, 57% of employees are over 30 years old. PLN Aceh has also created a roadmap for employees who will retire in 2025.

Table 1. Employee Retirement Roadmap

Year	Employee Retirement	%
2017	64	7.11%
2018	96	11.48%
2019	74	9.20%
2020	54	6.54%
2021	39	4.61%
2022	25	2.90%
2023	14	1.60%
2024	29	3.27%
2025	15	1.72%

Source : PT. PLN (Persero) UIW Aceh (2022)

The level of human resources retirement almost reached 10% in 2018, and from 2021 to 2025 it will reach 12%. This is one of the obstacles because of the generation gap, which can cause a knowledge gap. One solution to overcome this HR problem is to implement knowledge management, which is intended to create quality and competitive human resources both at the local and national levels. Knowledge management is the process of applying a systematic approach to capturing, compiling, managing, and disseminating knowledge throughout an organization so that it can work more effectively and efficiently.

A knowledge management system is considered a management solution that has proven to be the most successful in its implementation. Knowledge management focuses more on the utilization and identification of knowledge in an organization to increase competitive capabilities (Andreeva & Kianto, 2012). HR is considered a basic investment, an economic investment, and also the basic capital to drive a company. Management discusses the management of knowledge possessed by HR so that they can place knowledge in the form of ideas, concepts, and theories. This is expected to produce productive and innovative knowledge for the company (Gao, Li, & Clarke, 2008).

Several previous studies regarding the factors that influence sustainable organizational development (SDO) have been carried out, such as (Choi, Ahn, Jung, & Kim, 2020), who used knowledge management and innovation variables. (Abbas & Sağsan, 2019) research examined Pakistani companies with the variables of knowledge management and sustainable organizational development. (Raudeliūnienė, Tvaronavičienė, & Blažytė, 2020) uses the variables of knowledge management and sustainable organizational development. Research by (Hwang, Lin, & Shin, 2018), uses knowledge management and motivation variables, and Research by (Martins, Rampasso, Anholon, & Quelhas, 2019), uses knowledge management and sustainable development variables. (Molderez & Ceulemans, 2018) used competency and sustainable organizational development variables. Research by (Trivellas, Akrivouli, Tsifora, & Tsoutsas, 2015), uses knowledge management and competency variables, and Research by (Kim, Koo, & Han, 2021), uses competency and sustainable organizational development variables.

The difference in research is in the object studied, where this research uses a company object, namely PLN Aceh. Furthermore, this research also uses three mediating variables, namely motivation, innovation, and competence, which have never been done by other research, and one independent variable, namely knowledge management.

II. Literature

Sustainable Organizational Development

Etymologically, development means waking up; waking up means being conscious, moving, rising, and standing. In the sense of form (building science), to build means a rectangular structure, whereas in the sense of the verb, to build is to create, build, or build. When viewed from an etymological perspective, the concept of development includes anatomical form, physiology (life), and behavioral behavior. Development is a conscious, planned, and sustainable activity or business to change the conditions of society towards better conditions regarding all aspects of physical, non-physical, material, and spiritual life, covering various areas of community life (Rosana, 2018). According to the Sustainability Report of PLN (2020), measurement indicators for sustainable organizational development are as follows:

1. Economic Aspects;
2. Social Aspects;
3. Governance Aspects, and
4. Environmental Aspects

Competency

Competency is the ability to carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job in question. (Wibowo, 2016) defines competency (competency) as the fundamental characteristics possessed by a person that directly influence or can describe excellent performance. In other words, competence is what outstanding performers do more often in situations with better results than what average performers do (Zainal, Hadad, & Ramly, 2019). Many indicators influence the competency of a company's employees, competency indicators according to (Ruky, 2001) in (Fadillah, Sulastini, & Hidayati, 2017), namely:

1. Personal character
2. self-concept;
3. knowledge;
4. skills
5. Work motives

Innovation

The word innovation indicates the "process" and "result" of the development or utilization of the immobilization of knowledge, skills, and experience for creating or improving products (goods and services) that provide meaningful value. Innovation can be new in nature for an individual or company, new for the market, for a country or region, or the world (Farisi, 2013). (Jong & Hartog, 2010) put forward four indicators of innovative behavior as follows:

1. Idea generation (idea generation)
2. Promotion of ideas (idea promotion)
3. Idea implementation

Motivation

(Schunk, 1989)in (Usman, 2022) state that "motivation is a process through which activities achieve goals that are encouraging and sustainable." Furthermore, (Engkoswara & Komariah, 2011) defines motivation as "the entire process of giving work motives to subordinates in such a way that they are willing to work sincerely to achieve organizational goals efficiently and economically." Motivation indicators, according to (Fadillah et al., 2017), are as follows:

1. Responsibility, namely having high personal responsibility for one's work.
2. Work performance, namely doing something or work as well as possible
3. Opportunities for advancement, namely the desire to get fair wages following the work
4. Recognition of work, namely the desire to get a higher wage than usual
5. challenging work, namely the desire to learn to master the work in one's field.

Knowledge Management

According to (Pfeffer & Sutton, 2006), knowledge is behavior and value-added activities. Knowledge includes tacit knowledge (in people's heads) and explicit knowledge (codified and expressed as internal information in databases, documents, etc.). According to (Skyrme & Amidon, 1997), knowledge is not static. On the contrary, it always changes and develops throughout life. In addition, the form of knowledge has the possibility of being changed; that is, there is the possibility of changing currently existing knowledge into new explicit knowledge and of changing currently explicit knowledge into new italic knowledge. According to Nonaka and (Nonaka & Takeuchi, 1995) in (Budihardjo, 2017), knowledge management has four indicators, namely as follows:

1. Socialization
2. Externalization
3. Combination
4. Internalization

III. Method

The population in this study were all employees who are members of the PT PLN Persero Banda Aceh Regional Unit. The total population of PLN Main Unit Aceh Region is 900 employees (June 2021). The sample for this research was 277 employees. The number of samples has already met the minimum number of samples for structural equation modeling (SEM) analysis, which uses the formula $i \geq 10$ times the number of indicator variables, totaling 21 indicators used (Ferdinand, 2014), totaling 210 samples. Researchers utilize pre-collected data analysis equipment to communicate their findings. The statistical software program AMOS is used for data analysis in this study. The hypotheses tested in this study are :

- H1 : knowledge management influences motivation
- H2 : knowledge management influences innovation
- H3 : knowledge management influences competency
- H4 : knowledge management influences sustainable organizational development
- H5 : motivation influences sustainable organizational development
- H6 : innovation influences sustainable organizational development
- H7 : competency influences sustainable organizational development
- H8 : Knowledge Management influences Sustainable Organizational Development Thru Motivation
- H9 : Knowledge Management influences Sustainable Organization Development Thru Innovation
- H10 : Knowledge Management influences Sustainable Organizational Development Thru Competency

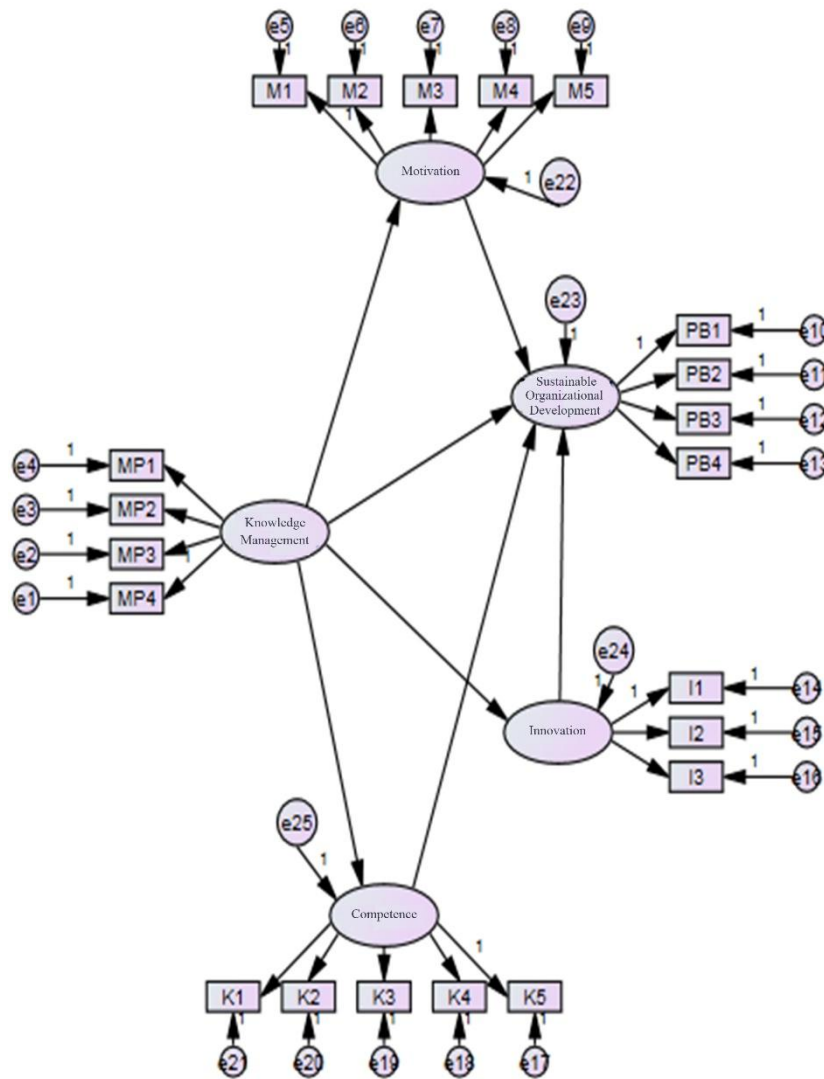


Figure2. Research Model

IV. Result

Direct Hypothesis Testing

The results of data processing are shown below.

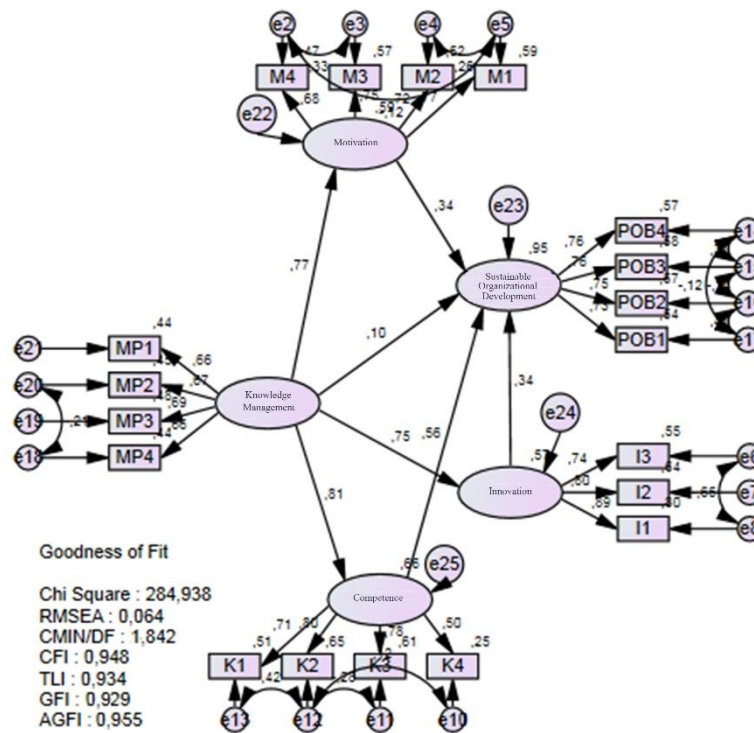


Figure 3. Result of Structural Equation Model (SEM)

This research's hypothesis testing was carried out based on the Critical Ratio (CR) value of a causality relationship from the SEM processing results as in Table 2 below.

Table 2. Regression

			Estimate	S.E.	C.R.	P
Motivation	<---	Knowledge Management	.768	.124	8.067	***
Innovation	<---	Knowledge Management	.753	.094	8.692	***
Kompetensi	<---	Knowledge Management	.812	.095	6.713	***
Sustainable Development	<---	Knowledge Management	.105	.108	.647	.518
Sustainable Development	<---	Motivation	.342	.071	3.856	***
Sustainable Development	<---	Competency	.556	.105	4.199	***
Sustainable Development	<---	Innovation	.340	.073	4.458	***

Source: Primary Data Processed, (2023)

The knowledge management influence on motivation obtained a CR 8.067 with p 0.000, concluding that knowledge management affects increasing motivation. The impact magnitude of knowledge management on motivation is 0.768, or 76.8%. This proves improving knowledge management will influence increasing motivation.

The knowledge management influence on innovation obtained a CR 8.692 with p 0.000, concluding that knowledge management affects increasing innovation. The impact magnitude of knowledge management on innovation is 0.753, or 75.3%. This explains improving knowledge management will influence increasing innovation.

The knowledge management influence testing on competency obtained a CR 6.713 with p 0.000, revealing that knowledge management affects increasing competency. The impact magnitude of knowledge management on

competency is 0.812, or 81.2%. This indicates that improving knowledge management will influence increasing competency.

The knowledge management influence testing on sustainable organizational development obtained a CR 0.647 with p 0.518, concluding that knowledge management does not affect sustainable organizational development because the significance value is >0.05.

The motivation influence testing on sustainable organizational development obtained a CR 3.856 with p 0.000, explaining that motivation influences sustainable organizational development. The impact magnitude of motivation on sustainable organizational development is 0.342, or 34.2%. This indicates that the higher the motivation, the more direct influence it will have on sustainable organizational development.

The innovation influence testing on sustainable organizational development obtained a CR 4.458 with p 0.000, concluding that innovation influences sustainable organizational development. The impact magnitude of innovation on sustainable organizational development is 0.340, or 34.0%. This indicates that higher levels of innovation will have a direct influence on sustainable organizational development.

The competency influence testing on sustainable organizational development obtained a CR 4.199 with p 0.000, concluding that competency influences sustainable organizational development. The impact magnitude of competency on sustainable organizational development is 0.556, or 55.6%. This indicates that higher competency will have a direct influence on sustainable organizational development.

Indirect Hypothesis Testing

The Sobel test resulted in 3.796 with p 0.002, explaining motivation acts as a mediating variable between knowledge management and sustainable organizational development. So, because motivation has a significant effect and acts as a mediating variable, knowledge management does not have a significant effect on sustainable organizational development, so the role of motivation in mediating the relationship between knowledge management and sustainable organizational development is fully mediating. Full mediation means that knowledge management can affect sustainable organizational development only by the mediation of motivation.

Table3. Sobel Test of Knowledge Management Effect on Sustainable Organizational Development Thru Motivation

Input:		Test statistic:	Std. Error:	p-value:
a	0.765	Sobel test: 3.79670349	0.06890978	0.00014663
b	0.342	Aroian test: 3.76609107	0.06946991	0.00016582
s _a	0.124	Goodman test: 3.82807475	0.06834506	0.00012915
s _b	0.071	Reset all	Calculate	

The Sobel test resulted in 4.029 with p 0.000. Thus, innovation acts as a mediating variable between knowledge management and sustainable organizational development. So, because innovation has a significant effect and acts as a mediating variable, knowledge management does not have a significant effect on sustainable organizational development, so the role of innovation in mediating the relationship between knowledge management and sustainable organizational development is fully mediating. Full mediation means that knowledge management can affect sustainable organizational development only by the mediation of innovation.

Table4. Sobel Test of Knowledge Management Effect on Sustainable Organization Development Through Innovation

Input:		Test statistic:	Std. Error:	p-value:
a	0.755	Sobel test: 4.02912494	0.0637111	0.00005598
b	0.340	Aroian test: 4.00595669	0.06407957	0.00006177
s _a	0.094	Goodman test: 4.05269989	0.06334049	0.00005063
s _b	0.073	Reset all	Calculate	

The Sobel test resulted in 4.051 with p 0.000. Thus, competency acts as a mediating variable between knowledge management and sustainable organizational development. So, because competency has a significant effect

and acts as a mediating variable, knowledge management does not have a significant effect on sustainable organizational development, so the role of competency in mediating the relationship between knowledge management and sustainable organizational development is fully mediating. Full mediation means knowledge management can affect sustainable organizational development only by the mediation of competence.

Table5. Sobel Test of Knowledge Management Effect on Sustainable Organizational Development Thru Competency

Input:	Test statistic:	Std. Error:	p-value:
a 0.812	Sobel test: 4.501411	0.10029566	0.00000675
b 0.556	Aroian test: 4.47931199	0.10079048	0.00000749
s _a 0.095	Goodman test: 4.52384035	0.09979839	0.00000607
s _b 0.105	Reset all	Calculate	

V. Conclusion

The research results show that in the PLN Aceh, knowledge management influences motivation, knowledge management influences innovation, knowledge management influences competency, knowledge management does not influence sustainable organizational development, motivation influences sustainable organizational development, innovation influences sustainable organizational development, competency influences sustainable organizational development, Knowledge Management influences Sustainable Organizational Development Thru Motivation, Knowledge Management influences Sustainable Organization Development Thru Innovation, and Knowledge Management influences Sustainable Organizational Development Thru Competency. These findings explain that all mediators in the model function as full mediators, because knowledge management cannot significantly influence sustainable organizational development directly. So the results explain that the model for increasing sustainable organizational development at PLN Aceh is a function of strengthening knowledge management, by strengthening the motivation, innovation, and competency of its employees. These findings strengthen the theory academically and can be a reference for further research related to the model. Limitations exist in the variables studied and the research subject.

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