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**PERFORMANCE IMPLICATION OF KNOWLEDGE MANAGEMENT PROCESS AT  
PT INDO HARAPAN MAKMUR MANADO***IMPLIKASI KINERJA DARI MANAJEMEN PENGETAHUAN DI PT INDO HARAPAN MAKMUR  
MANADO*

by

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**Abstract :** The purpose of this study is to analysis performance implication of knowledge management process at PT Indo Harapan Makmur Manado. This research is using qualitative research method that explores the theories from several journal, articles, book and previous research. The type of this research is descriptive research. Descriptive qualitative approach used in this research describes and explore the knowledge management process at PT Indo Harapan Makmur Manado. Population in this qualitative research is employee in PT Indo Harapan Makmur Manado that can be respondent about this issues. The result of this research is where the company has applied knowledge management and the process, but from each informant said that the application of the knowledge management process is not too maximal and directed, in the case of the company is a family company, so the process in it is only studied in writing. Company must apply the management of knowledge in the company must be maximized; because of this knowledge management is very important in running each business and will not lose competition with other distributor companies.

**Keywords:** *knowledge management and knowledge management process*

**Abstrak:** Penelitian ini menggunakan metode penelitian kualitatif yang mengeksplorasi teori-teori dari beberapa jurnal, artikel, buku dan penelitian sebelumnya. Jenis penelitian ini adalah penelitian deskriptif. Pendekatan kualitatif deskriptif yang digunakan dalam penelitian ini menggambarkan dan mengeksplorasi proses manajemen pengetahuan di PT Indo Harapan Makmur Manado. Populasi dalam penelitian kualitatif ini adalah karyawan di PT Indo Harapan Makmur Manado yang dapat menjadi responden tentang masalah ini. Hasil dari penelitian ini adalah dimana perusahaan telah menerapkan manajemen pengetahuan dan proses, tetapi dari masing-masing informan mengatakan bahwa penerapan proses manajemen pengetahuan tidak terlalu maksimal dan terarah, dalam hal ini di karenakan perusahaan masih perusahaan keluarga, jadi proses di dalamnya hanya dipelajari secara tertulis. Perusahaan sebaiknya menerapkan manajemen pengetahuan di perusahaan harus lebih dimaksimalkan; karena manajemen pengetahuan ini sangat penting dalam menjalankan setiap bisnis dan tidak akan kalah bersaing dengan perusahaan distributor lainnya.

**Kata Kunci:** *management pengetahuan dan proses manajemen pengetahuan*

## INTRODUCTION

### Research Background

In today's business world, companies must adapt to ever-changing environments. While every company is required to carefully determine the right strategy in order to compete in an increasingly tight and competitive industry environment. Improving the quality of effectiveness within the organization depends not only on existing physical equipment and infrastructure, but companies also have to manage human resources. Therefore, managing human resource is so challenging. Failure to manage human resources will result in interruption of company's vision.

Meanwhile, competition is also increasingly tight, coupled with the emergence of new competitors coming from different industries. At this time the company was competing to find sources of competitive advantages. To solve this issue, the effort to improve the competitiveness by using knowledge management Is needed. Knowledge management is also inseparable from human resource management as an important asset of the organization. Besides as a source of knowledge, human essentially is an actor of the processes that exist in knowledge management. By so far many organizations do not know the potential for hidden knowledge of their employees, which caused the failure of the organization to exploit best talents to make the organization successful.

**Table 1 The Level of Educational of Employees in Division**

Division	The number of employees	Educational Backgrounds of Employees			
		SD	SMP	SMA	S1
Division of distributor Softex	20 employees	10	3	3	4
Division of distributor Building	30 employees	15	10	4	1
Division of Taxation	10 employees	-	-	4	6
Division of Administration	25 employees	-	-	5	20
Division of Finances	15 employees	-	-	5	10
<b>Total:</b>		100 employees			

Sources: Primary Data (2018)

This research takes the object in one of the existing distributor company in Manado namely PT.Indo Harapan Makmur Manado which is a distributor company. The company is 100 employees with different educational backgrounds and has several divisions. In this company also implement the training, because it is very important before doing all the work. They have knowledge management that has been applied, but have not realized the knowledge management is an asset in the company.

Meanwhile, companies are already using technology and the Internet in every access to their work. So employees can also know and increase their knowledge. In this company the knowledge management provided is good enough, but also there is a weakness in every employee to respond to the knowledge they can. In the application of knowledge management of this company is good and in every operational activity, employees always get training before doing their work. Sometimes an employee who faces each of their jobs is contrary to their formal education knowledge, so the company does the training so that the employees can adequately perceive their knowledge.

The company's knowledge management is running well with the knowledge management makes every employee can understand each of their duties. Also here is seen how the employee minimizes errors that occur in each of their work. So this researcher wants to know every knowledge management process that happened in this company. Based on this research background the title of this paper is "Performance Implication of Knowledge Management Process at PT Indo Harapan Makmur Manado.

### Research Objective

The main purpose of this research is to discover what are. In order to answer the question above, objectives are as follows to analyse:

1. The Knowledge Management at PT Indo Harapan Makmur
2. The Implementation Knowledge Management Strategy in Company at PT Indo Harapan Makmur

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### 3. The Application of Knowledge Management Process at PT Indo Harapan Makmur Manado

## THEORETICAL REVIEW

### Knowledge Management

Knowledge Management or KM is an important asset of any organization and nothing is truer about this fact than academic organizations, as intellectual capital is the corner stone for gaining a sustainable competitive edge in the age of tough competition. KM refers to the full utilization of information and data in their explicit and implicit forms (Warier, Newman in Al-Qarioti, 2015). Resource-based view argued that organizations should have needed resources, which enable them to achieve competitive advantage and a further subset which leads to superior long-term performance (Wernerfelt in Al-Qarioti, 2015). Thus, it is important that organizations identify technology and infrastructure capabilities that directly impact positively organizational performance (Ocasio in Al-Qarioti, 2015; Wade and Hulland in Al-Qarioti, 2015; Zack in Al-Qarioti, 2015).

### Knowledge Management Strategy Development

Knowledge management leaders may act as role models through their ethical behavior and personal involvement in planning, communication, and coaching (Harihara and Cellular in Kaziliunas, 2012). The upper management may ensure that all employees are made aware of what quality means to the organization by showing their own commitment to quality initiatives. When the upper management spends time on quality activities, it provides the evidence of leadership that inspires others to do their share.

### Knowledge Management Process

The knowledge management processes is defined as the degree to which the firm creates, shares, and utilizes knowledge resources across functional boundaries. (Spek and Spijkervet in Tin-Chang Chang and Shu-Hui Chuang, 2010) consider that the major knowledge management lays in the flow of the organization including the development of innovative knowledge, the distribution of knowledge when needed, the storage of knowledge for the future and the field of application and the integration of the knowledge within the entire organization.

### Knowledge Creation

Organizational knowledge creation involves developing new content within the organization. Knowledge is created and developed through social and cognitive processes as well as collaborative processes. Knowledge creation is associated with the development of new organizational knowledge in the company. Through accumulation of experience, knowledge integration also helps to develop new knowledge in the firm (Nielsen in Zaim, 2013).

### Knowledge Storage

Knowledge storage is concerned with the organizational memory. Organizational memory involves written documentation, electronic databases, codified human knowledge, and organizational procedures. Here, individual memory and organizational memory should not be confused. They are different in some extent. While individual memory is develop based on the person's action and experience, the organizational memory on the other hand, is an organization's culture, an organization production's process, work procedures, organizational structure, ecology and information archives (Alavi and Leinder in Zaim, 2013).

### Knowledge Sharing

Knowledge sharing refers to packaging activities which are codifying and articulating, transferring, and receiving the knowledge (Nielsen in Zaim, 2013). Knowledge sharing gives an opportunity to firm to harvest competitive advantages from its investments in knowledge creation. However, according to Nielsen in Zaim (2013), based on the study of Szulanki in Zaim (2013) claimed that knowledge sharing is limited by three factors. These are: a lack of absorptive capacity of the recipient, causal ambiguity concerning the knowledge itself, and an arduous relationship between the sender and recipient.

### Knowledge Utilization

As it is mentioned above, according to Zaim (2013), knowledge management process consists of four activities which are knowledge creation and development, knowledge codification and storage, knowledge transfer and sharing, and knowledge utilization. Knowledge utilization may be the most important activity in this process.



### **Knowledge Management Elements**

According to Bhatt in Ikrahmawati (2016), that knowledge management has elements which are related to each other, namely: people, process, and technology. Three knowledge management elements is people, process, and technology are important elements that can determine the successful implementation of knowledge management system.

### **Personal Knowledge**

Basically tacit knowledge is personal, developed through experiences that are difficult to formulate and communicate (Carrillo in Ikrahmawati, 2016). Based on the understanding, then tacit knowledge is categorized as personal knowledge or in other words knowledge gained of individuals (individuals). According to Bahm in Ikrahmawati (2016) researched on the nature of knowledge instantly brings the distinction between knower and known, or often defined in terms of subject and object, or ingredient subjective and objective experience.

### **Job Procedure**

Standard Operation Procedures or basic execution procedures are made to maintain quality and work, where tasks will get easier and more workable guests will be familiar with the existing service system. Further according to Sulastiyono in Ikrahmawati (2016), standard is as a step beginning to get the degree of conformity of a product, compared with guest expectations.

### **Entrepreneur and Competition**

In carrying out the business of an entrepreneur must have used a variety of strategies to win the market. Here is the empirical finding of companies using business strategies competition. In the ASEAN region, conducted a study cooperation in the field of Telecommunications competition between companies Sing Tel Singapore and the company Smart Communications of the Philippines (Ananta in Mangantar, 2018). As a small country, Singapore is a developed country, has all the basic necessities, high per capita level, performance-oriented, have the human capital and financial capital, technologically advanced business systems.

### **Previous Research**

The Research by Alharithy and Mohammed (2015), about Knowledge Management Process In several organizations: Analytical Study of modelling and several processes. This research state in view point of variance between models and processes of knowledge management, we know that integration forms an important factor, and researchers have presented a model as a higher process of knowledge management in organizations, including other major and minor processes.

The knowledge management process for implementing quality improvement programs by Kaziliunas (2012), this research explained the findings suggest that for a quality program to be successful, the organization must have the commitment to learning and adopt a supportive knowledge management process flexible enough to meet the changing needs of the business environment. This research is a qualitative method because the research focused on knowledge management processes may act as role models through their ethical behaviour and personal involvements in planning, communication and coaching.

Research by Rexhepi and Perrson (2014), knowledge management processes to support evidence based practice in healthcare – a Swedish case study. This journal is doing to understand the some managers even mention that explicit knowledge that have been captured from the outside organization is comparable with a “temporary and sudden rain of knowledge that washes though the organization without knowing if someone has embraced the new knowledge”. This research is a qualitative method with interviews as our main data collection technique was used, as indicated in the introduction of the paper, physicians and lasted approximately one to two hours each.

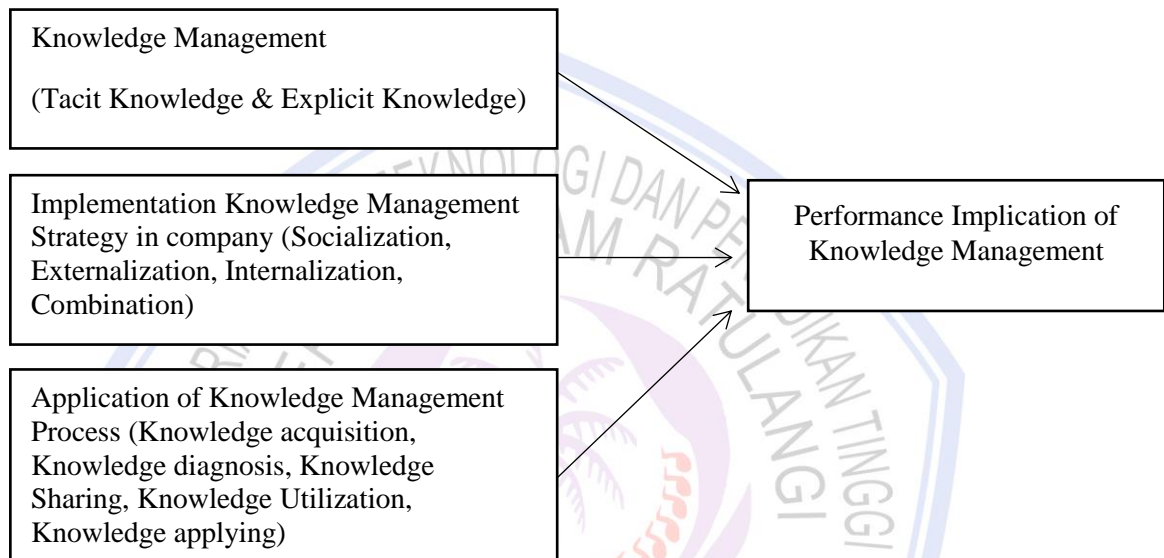
Knowledge management processes in international joint ventures: A case of an airport operator firm revisited by Atalay and Sarvan (2014). This journal is doing understand about knowledge management processes, The aim of this paper is to explore the knowledge management processes in terms of the nature, direction, level and type of knowledge transfer, in an international joint venture (IJV) operating an airport terminal in Turkey, where aviation and related sectors like airport terminal management have experienced a rapid growth during recent years. This research is a qualitative research because the research focused on the conducted with quality manager, IT manager, HR manager of the IVJ, all who have active roles in the

knowledge management processes of the company, and also with the foreign General Manager who represents foreign parent firm in the IJV.

Research by Pawlowski and Bick (2012), the main purpose of this study is to The Global Knowledge Management Framework: Towards a Theory for Knowledge Management in Globally Distributed Settings. This research on the other hand, it is a reference for researchers to compare research in the field by providing a common set of context descriptions as well as aspects influencing the success of knowledge management solutions.

### Conceptual Framework

Based on literature review and above consideration, the conceptual framework of this research was formulated:



**Figure 1. Conceptual Framework**

*Source: Data Processed 2018*

## RESEARCH METHOD

### Research Approach

This research is applied a qualitative research to examine the performance implication of knowledge management process at PT. Indo Harapan Makmur Manado. According to Bogan and Taylor in Moleong (2009), qualitative methods as a research procedure that produces descriptive data in the form of written or oral words of observable persons and behaviours, where this approach is directed to the background and the individual is holistic, so in this case it is not to isolate individuals or organizations into variables or hypotheses, but rather to view as a part of a wholeness.

### Population, Sample and Sampling Technique

Arikunton (2016) Population is the whole object of research. If someone wants to examine all the elements in the research area, the research is population research. So the intended population is the individual who has the properties the same although the percentage of similarity is little, or in other words all individuals who will serve as research objects. In this study population is 100 employees at PT Indo Harapan Makmur Manado. Arikunton (2016) mentioned sample is the partial or representative of the population. According to Sudjana and Ibrahim (2009), stated that the sample is part of an affordable population that has the same properties as the population. According to Sugiyono in Trianto (2015), purposive sampling is a technique of sampling data sources with certain considerations. This particular consideration, for example, the person who is considered to know the best about what we expect, or maybe he is the ruler so that it will make it easier for researchers to explore the object or social situation under study.

The study sample is part of the population taken as a data source and can represent the entire population. According to wangiran in timtoni (2015), purposive sampling or can be said by sampling purpose. In this sampling technique, sample is selected based on the assessment or the views of the researcher based on a specific purpose and purpose. For example, the researcher wants to examine the appropriate learning model, so the researcher only chooses certain teachers.

### **Data Collection Method**

The data used in this research consists of two types of data, which are primary and secondary data. The analysis of primary data is a central source for this study. Primary data were collected from in-depth interviews and observation, and secondary data were obtained through textbooks, surveys, reports, newspapers, magazines, articles, and video recordings

### **Operational Definition of Research Variables**

Operational Definition is a certain explanation about issues that measured by certain terms, in this research to know the knowledge management process in PT. Indo Harapan Makmur Manado. It is used to make a clear explanation about the Implementation Knowledge management process in order to develop employees in company.

### **Tacit Knowledge and Explicit Knowledge**

Knowledge Management is a set of processes that govern the creation, distribution, and utilization of human intellect. In the face of communication and data overload, it is important for making decisions, building your business, and cultivating a strong company culture. In this knowledge Management have two types is Tacit Knowledge and Explicit Knowledge.

### **Socialization, Externalization, Internalization, Combination**

Implementation of Knowledge management in company is applied to improve and improve the company's operations to achieve competitive advantage and increase profits. The application of knowledge management is done to improve communication between top management with employees and between employees, with various knowledge.

### **Knowledge Acquisition, Knowledge Diagnosis, Knowledge Sharing, Knowledge Utilization, Knowledge Applying**

Stated the definition of knowledge management processes. It can be define as all of the activities that are conducted on knowledge by relative authorities individually and collectively inside and outside the organization. Processes in knowledge management refer to all essential and sub activities on knowledge with the nature of said processes differing from one.

### **Instrument Testing**

In qualitative research there is no other choice than to make humans as the main research instrument. The reason is that, everything does not have a definite form. The problem, Research Focus, Research Procedures, Hypothesis in use. Even the expected result, it cannot be determined exactly and clearly beforehand. Everything still needs to be developed during the research. In such uncertain and uncertain circumstances, there is no other choice and only the research itself as the only means that can achieve it, (Nasution in Riris, 2014)

### **Data Analysis Method, Validity and Reliability**

Miles and Huberman in Sugiyono (2012), state that qualitative data analysis is done interactively and continuously until complete, so the data is saturated. While, according to Miles and Huberman in Sondakh (2017). According to Sugiyono (2012), in testing the validity of data, qualitative research methods include credibility test, transferability test, dependability and conformability test. In this research, the validity and reliability of data will be tested by using triangulation in credibility test. Triangulation is qualitative cross-validation.



**RESULTS AND DISCUSSIONS****Results**

This result uses qualitative research semi structure in-dept interview as the tool to gain information. The populations of this research are 8 employees in PT Indo Harapan Makmur Manado.

**Informant 1**

According to the informant 1 leader they always give encouragement to employees. Every 2 months they do a briefing with the leadership with all divisions. According to informant 1 must exist in because of it informant 1 can see any opinions and inputs and also constraints, so will be sustainable with externalization. Informant 1 says that socialization, externalization, combination and internalization where these four points they are mutually sustainable with each performance in the company. When informant 1 had so many works to do informant 1 always be excited. Informant 1 says Implementation of knowledge management processes in existing companies where every process of their work program plan is discussed with their leader.

**Informant 2**

Informant 2 has been working for 8 years. For her, knowledge management is already in the company. Informant 2 said that the strategic implementation of knowledge management in the company is by way of every morning they always give a briefing to the salesman and give them the spirit, in because according to informant 2 brand who really they are directly dealing with the customer. Socialization within the company is already in, so informant 2 says that they every two weeks once meetings with their divisions. In meeting many of them respond to each meeting and try to reach the target that has been determined.

**Informant 3**

Informant 3 works in this company as HRD. According to the informant 3 implementation of a knowledge management strategy that is where the informant 3 looks at the skill first and puts a good job position where and sees the educational background. Informant 3 argues that socialization, externalization, combination and internalization have all been done and implemented. Where each week is given a discussion with the team to improve their performance. So informant 3 says that they apply each knowledge management process first, so they can understand every character of the customer. Every week the company meetings and ask about the achievements that exist. According to the informant 3 the application of knowledge management processes within the company already exists, but not yet well directed.

**Informant 4**

Informant 4 works as an administration. Informant 4 has been work for 10 years. According to informant 4 knowledge management already exists and very standard. Knowledge management is applied through knowledge sharing and learning to be faithful to their work by itself. Informant 4 says that every strategic implementation of knowledge management is well done, and is done maximally where every strategic can benefit the company. Informant 4 also said that every 4 points of socialization, externalization, combinations, internalization of the company is going well.

**Informant 5**

Informant 5 works as a building distributor supervisor. Informant 5 has been work for 2 years. According to the informant 5 knowledge management is already owned by the company, but the knowledge of the company has not been perfect. Informant 5 says that knowledge management in its strategy implementation is where they focus on salesmen. Indeed, according to informant 5 in the company there is no product knowledge or training knowledge, but based on the existing catalog. Salesman applies the field, based on the existing catalog they will develop by itself. So according to informant 5 processes within the company, not too direct and not maximal. According to informant 5 of every existing process, the company has implemented but not too focused. Informant 5 says that knowledge management is very important, because without the knowledge management the company will run well.

**Informant 6**

Informant 6 says that within the company there is an organizational structure, where every leader implements strategic knowledge management to informant 6 as a salesman. Informant 6 mentions that every implementation that is received by informant 6 is always done according to the existing procedure. According to informant 6 the strategic implementation of knowledge management from socialization, externalization, combination and

internalization is always done, whereas socialization they always meet together, about the sales they achieve. According to informant 6 the strategic implementation of knowledge management from socialization, externalization, combination and internalization is always done, whereas socialization they always meet together, about the sales they achieve. Informant 6 also said that the externalization within the company has been done well, and also the combination and internalization is always done. Moreover, according to their informant 6 should be able to understand the four points of the strategic implementation of knowledge management.

#### **Informant 7**

Informant 7 has been work for 7 years. According to informant 7 in the company already has knowledge management. Informant 7 says that when in a job it should be training and also must know knowledge is done in the work. According to informant 7 the strategic implementation of the management of the knowledge must exist because it can facilitate us to do a good job. Each strategic implementation of knowledge management of these 4 things where they conduct each meeting in 3 months to know each of their performance

#### **Informant 8**

Informant has been work for 26 years. Informant 8 work as a collector. According Informant 8 in the existing enterprise knowledge management. Informant 8 says the strategic implementation of knowledge management is to share each experience and how to explain how to position it as a collector, which must be polite and not rude. The four knowledge management strategies is all very important, let alone socialization is to build performance of the job salesman must meet in order to know how the salesman work to where, and the leaders may know the constraints that occur in the field and find a solution to achieve each target which exists.

#### **Discussion**

This research wants to know the application of knowledge management processes in companies, and PT Indo Harapan Makmur Manado was chosen by researcher as a case study for this research. Knowledge management is very important in an organization, to find out how success they run the business. Knowledge Management or KM is an important asset of any organization and nothing is truer about this fact than academic organizations, as intellectual capital is the corner stone for gaining a sustainable competitive edge in the age of tough competition (Lueg in Al-Qarioti, 2015). Process is related to the process of capturing knowledge values into a medium and then distributed to each other individual for reuse. Technology is the third aspect of being an inner tool supporting the people and the process is running correctly, so with knowledge management, every job can run well and directed. Informants 1, 2, 4, 6 said that knowledge management within the company is an important thing that must be implemented, because without knowledge management, the company will run well. In knowledge management this must include every human resource and IT management aimed at achieving better corporate organization, so as to be able to win business competition. Informants 3,5,7,8 have the same opinion or answer that is through the application of knowledge management they get more knowledge, and make it easier for them to do work. Because, they not only learn about knowledge management, but they also try to apply knowledge management to each employee by telling each of their experiences. The process of knowledge management in a company is very important because it can help the company run, every informant 1,2,3,4,5,6,7,8 says that the process in the company is not too directional because the company still uses a work system that is implemented without using a structure which exists. That is why informants 1-8 say the implementation of the process is not optimal, every time sharing of knowledge in the company is done every month with leaders in finding out the obstacles that occur in the field they always get training before carrying out the work. Informant 1,2,3,4,5,6,7,8 said that every knowledge management process that the research conveyed was very important, and they expected that in the company they could also do it according to the existing structure. So in the company also has used technology in the process of their work, so that each existing process may run well, but that is why in the company implementing the process of knowledge management is not too maximal.



## CONCLUSION AND RECOMMENDATION

### Conclusion

From all of the answers above, it can be seen that knowledge management bring positive impact to the employee. Not only that, the employee stated the knowledge management is really important and need to always be implemented in working area because it can help the development of the company.

There 4 major factors which is socialization, externalization, combination, and Internalization that become the measuring of company performance. With positive effect of these four factors, company will have good performance and will become better from time to time. It is not only the advantage of the company but also the advantage of employee to achieve the goals.

The application of knowledge management process develop company performance because on the result from interview, in generally all of the informants stated that knowledge management is always bring positive impact for The company and really important also should still be implanted in working area for employee.

### Recommendations

Here are some recommendation proposed and found with this research for PT Indo Harapan Makmur Manado and the next researcher.

1. For company must apply the management of knowledge in the company must be maximized, because of this knowledge management is very important in running each business and will not lose competition with other distributor companies.
2. For researchers, it is advisable to conduct research in large population companies, larger samples and in-depth research on how effective knowledge management in companies, so knowledge management can be understood and companies have an awareness of the importance of knowledge management and assume knowledge management is a very important asset in business success in companies in Manado.

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