INDONESIAN JOURNAL OF MULTIDISCIPLINARY SCIENCE

P-ISSN: 2808-5957
E-ISSN: 2808-6724
ijoms.internationaljournallabs.com

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

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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*

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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

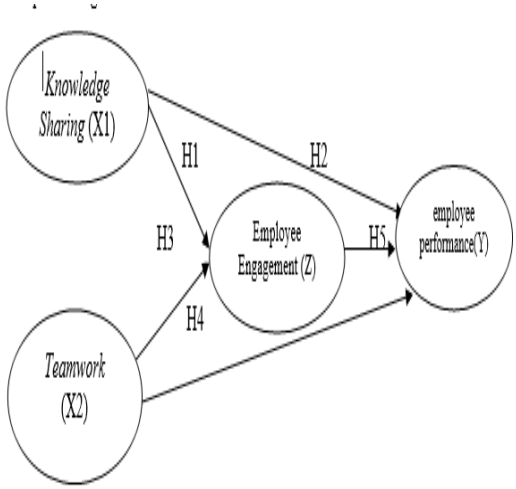


Figure 1.
Conceptual framework

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

Table 1.
Reliability Test Results

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 reliabity 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.

Desciptive Analysis Result

Table 2.
Statistic Descriptive

Descriptives (X1)

	N	Minimum	Maximum	Mean	Std. Deviation
item 1	105	1	5	4.03	1.189
item 2	105	1	5	3.80	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	3.50	1.170
item 8	105	1	5	3.74	1.185
Valid N (listwise)	105				

Descriptives (X2)

	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	1.178
item 5	105	1	5	3.78	1.193
item 6	105	1	5	3.69	1.163
Valid N (listwise)	105				

Descriptives (Z)

	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				

Descriptives (Y)

	N	Minimum	Maximum	Mean	Std. Deviation
item 1	105	1	5	4.02	1.009
item 2	105	1	5	3.96	.970
item 3	105	1	5	3.99	1.061
item 4	105	1	5	3.31	1.163
item 5	105	1	5	3.60	1.080
item 6	105	1	5	3.46	.951
item 7	105	1	5	3.67	1.025
item 8	105	1	5	4.15	1.045
item 9	105	1	5	3.77	1.154
item 10	105	1	5	3.85	1.292
item 11	105	1	5	3.66	1.027
item 12	105	1	5	4.18	1.099
item 13	105	1	5	4.05	1.078
item 14	105	1	5	3.21	1.190
item 15	105	1	5	3.58	1.133
item 16	105	1	5	3.84	1.075
item 17	105	1	5	4.07	1.146
item 18	105	1	5	4.42	1.099
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

Oulier 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.

Table 3.
Collection of result this research

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

Table 4.
Overall Model Goodness of Fit Score

Indicator	**Cov**	**Estimate**	**Descript**
Chi-square	0,05	34,53	Good fit
Sign	0,05	0,408	Good fit

CMIN/df	2,00	1,032	Good fit
RMSEA	0,08	0,017	Good fit
TLI	0,95	0,997	Good fit
CFI	0,95	0,998	Good fit
GFI	0,90	0,921	Good fit
AGFI	0,90	0,878	Marginal fit

The table seen that evaluation of the suitability model to measuremet 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 tobe inside the perfect limits of version suitability.

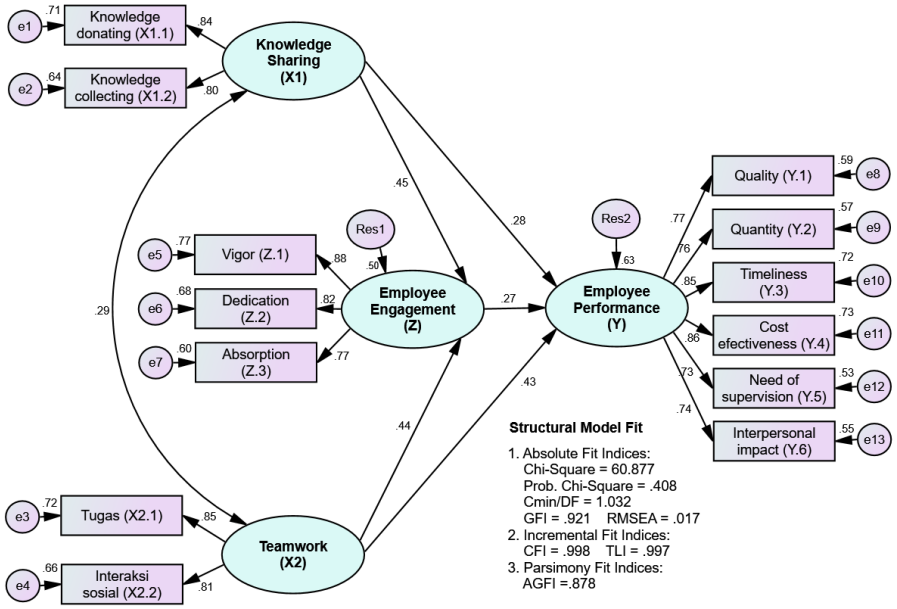


Figure 2. Overall Model

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 & Worasatepongsa, 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. engagementThe 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 concusions 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 tobe monitored.

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