

## Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Perators at Jenepono Power Plant Through Knowledge Sharing



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**ABSTRACT:** Research related to productivity improvement through the knowledge sharing process is still limited, so this research aims to find a model of productivity improvement through the utilization of knowledge sharing that can provide multi-effects at the organizational level, task level, and individual level of operators as a solution to research problems in terms of improving human capital and self-efficacy. Productivity is a concept related to system theory (input-process-output) that is reflected in the ability of employees in producing a product. This study uses primary data in the form of questionnaires as data collection instruments. Sample withdrawal in this study using Purposive Sampling method is a sampling technique with certain considerations, samples used as many as 110 samples. furthermore, the data of the questionnaire results are processed using Partial Least Square (PLS). The results showed that human capital and Self-efficacy have a positive and significant effect on knowledge sharing and productivity of operators, Knowledge sharing has a positive and significant effect on the productivity of operators, Human capital and self-efficacy has a significant effect on the productivity of operators through knowledge sharing. The implications of the results of the study, the better the quality of human capital and self-efficacy, the ability to do knowledge sharing is also increasing so as to have a postifi impact on the improvement of operator productivity. The practical implications of this research can be used as a model in improving operator productivity through the knowledge sharing process. So there is an accelerated process of knowledge transfer between foreign operators and local operators. The novelty of this research lies in the process of knowledge sharing that is generally done by design through the process of training in door in this research the process of knowledge sharing is done out door through a natural process conducted between foreign operators and local operators. So that the results of this study can add research references in the field of human capital development.

**KEYWORDS:** Human capital, knowledge sharing, self-efficacy, produktivity

### I. INTRODUCTION

Energy problems in Indonesia began with a shortage of energy supplies that were not managed properly. It is estimated that in 2019-2020 the national electricity needs will grow by 8-9 percent per year, so it is necessary to accelerate the construction of the plant and its distribution. This indicates that each year about 5,700 MW of new generating capacity is needed. If this electricity needs are not met, it will have an impact on economic growth. (Sindonews.com.2017).

The increase in electricity needs tends to increase every year due to increased community activity and industrial development. However, due to limited capacity and power supply owned by PT. PLN, so the electricity needs outside Java-Bali can not be fully met. The development strategy is carried out by PT PLN in meeting electricity needs through the utilization of light electricity, renting diesel plants and making private electricity purchases. Of course, this effort requires a large budget in investing in electricity infrastructure to the corners of villages and islands. Electricity distribution has not been evenly distributed based on the electrification ratio there are still 93.08 percent of people who have not enjoyed electricity. The high need for electricity subsidies is a problem experienced by PT PLN in distributing electricity to 6 million people and the growing industry, as well as the growing population.

Dependence on fossil energy is a major national electricity problem. Where petroleum availability remains 0.2 percent, Coal 3 percent, and Natural Gas 1.6 percent of the world's proven reserves. (Central Bureau of Statistics, 2019). The data shows the need for the use of renewable energy in supporting the national electricity supply.

## **Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Operators at Jeneponto Power Plant Through Knowledge Sharing**

Local electricity problems also occur in Jeneponto power plant which is still constrained in electricity distribution management, thus impacting the level of operator productivity whose achievement rate is only 64.10 percent in 2019, so there are still 35.9 percent that do not meet the standard duration of barge unloading (PLTU-Jeneponto, 2019). So to improve the productivity of operators in 2020-2021 it takes a competent human capital in regulating electricity distribution. In its operation, Jeneponto Power Plant uses many operators, both local and foreign operators. The level of disparity in ability, especially language skills and understanding of working instructions between local and foreign operators is very high, so there is often a conflict of interest between local operators and foreign operators, because local operators are slow to respond to technical information provided, thus impacting machine operational services. The number of local operators does not last long so it must be replaced with a new local operator that automatically senior operators have to start over to guide and direct the operator's work process. To reduce the level of disparity of operator capability, in the human capital theory can be done through organizational learning in the form of training and development in a continuous manner.

Research (Bibi et al., 2018) and (Brahmana et al., 2018) found that training and development greatly influenced the improvement of productivity. However, on the other hand, training and development is an obstacle for Jeneponto Power Plant Management because it requires a large budget and a slow operator mindset change process, so this model is less effective. In the perspective of this research a new thing that was not found in previous research that one of the methods to accelerate the distribution of knowledge between foreign operators and local operators with no need for a large budget is the process of knowledge sharing.

Knowledge sharing is a process of transfer of knowledge, skills, work experience, and behavior between individuals both formally and non-formally outside the organization resulting in traction, (Lee, 2001). So knowledge sharing has been recognized as an important tool to create a competitive advantage in uncertain economic conditions (Sudarti and Wasitowati, 2021). Knowledge sharing process as a solution in accelerating knowledge transfer between local operators and foreign operators that can be done through the process of traction both formally through organizational learning in the form of training and non-formal through discussions conducted naturally between operators. Knowledge sharing is a model offered in this study to improve the ability of human capital operators so that their productivity can be increased. In the era of society 5.0 the existence of human capital is very important in supporting the company's productivity with the support of the presence of information technology. In the concept of society 5.0 information technology basically serves to help people in simplifying work, meeting needs, and maintaining security, so that human life is more meaningful.

Of course, operators need interpersonal skills in carrying out tasks as a function of operations and control functions. Interpersonal skills competencies can be obtained through the process of education, training, discussion, and learning independently by looking at the surrounding environment finally formed work experience. Knowledge sharing is an effective and efficient transfer of knowledge model in transferring knowledge, skills and work experience in innovating, (Ranto, 2015) and (Sudarti and Wasitowati, 2021). Knowledge sharing in this study was measured using indicators of knowledge internalization, knowledge exchange, knowledge retrieval, and knowledge creation (Khoe Yao Tung, 2018).

The existence of self-efficacy becomes very important in supporting human capital productivity, because it relates to confidence in carrying out the work of (Yandra et al., 2021). This means that operators who have good self-efficacy will be able to work with high self-confidence, thus making the job a challenge to develop competence (Alqurashi, 2016). In social cognitive theory, (Bandura, 1977) explains that self-efficacy is the self-confidence of human capital regarding their ability to manage and carry out actions in achieving productivity.

Research problems are still low level of productivity operators, so it is necessary to improve the quality of human capital through training and mutation of work between foreign operators and local operators, in addition to other efforts needed to accelerate the transfer of knowledge, skills, and experience required knowledge sharing between operators. Operators who already have knowledge, skills and experience still need to be motivated to self-efficacy in order to utilize their competence in improving productivity. The purpose of this study is to find a productivity improvement model that can provide multi-effects at the organization level, task level, and individual operator level. The theoretical implications of the results of the study, the better the quality of human capital and self-efficacy, the ability to do knowledge sharing is also increasing so as to have a positive impact on the improvement of operator productivity. While the practical implications of the results of this study can be used as a model in improving operator productivity through the knowledge sharing process. So there is an accelerated process of knowledge transfer between foreign operators and local operators.

The novelty of this research lies in the process of knowledge sharing that is generally done by design through the process of training in door in this research the process of knowledge sharing is done out door through a natural process conducted between foreign

# **Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Perators at Jeneponto Power Plant Through Knowledge Sharing**

operators and local operators. So that this model can speed up the process of transfer of knowledge between operators walupun have a different culture diversity between foreign operators and local operators.

## **II. LITERATURE REVIEW**

### ***The Human Capital Theory***

Resource based theory (RBT) emphasizes on the achievement of productivity through the utilization of tangible resources and intangible resources through the role of human capital, (Wernerfelt, 1984). (Jusriadi, 2019) explains that human capital is a human asset owned by an organization with knowledge, skills, and work experience that can improve the productivity of the organization. (Perrotta & Perrotta, 2018) explained that the quality of human capital can be reflected in competence (knowledge, skills, and work experience). Joshi et. al. (2013) in (Jusriadi, 2019) explained that the quality of human capital can be improved through the training and development process. (Ejere, 2011), explained that human capital is related to the competence of an employee in supporting the task.

Human Capital indicator according to (Mayo, 2000) consists of: 1) individual capability. Individual capability relates to aspects of self-proficiency, which have the following criteria: a) personal capabilities, b) professional and technical know-how, c) experience, d) the network and range of personal contacts, and e) the value and attitudes that influence actions. 2) Individual motivation. (Anwar, 2017) states that individual motivation is related to intrinsic energy. Intrinsic energy is reflected in the attitude and mentality of employees in the face of heavy workload situations. 3) The organization climate, relating to the value system of the organization that can affect the work behavior of the members of the organization. (Saad & Abbas, 2018) explains that the primary characteristics of the organization climate are: a) innovation and risk taking, b) careful, c) the orientation of the results, d) having aggressiveness, and e) stability. 4) Workgroup effectiveness, related to indicators of work effectiveness that can be measured from the aspect of productivity and personal satisfaction. Human capital variables can be measured from indicators: a) Individual capability, b) individual motivation, c) the organization climate, d) workgroup effectiveness, and e) leadership.

### ***Knowledge Sharing***

Knowledge sharing is related to the transfer of knowledge process both in door and out door, (Tobing, 2007). (Tung, 2018) knowledge sharing relates to the process of generating knowledge and the process of implementing knowledge. (Lee, 2001) explains that knowledge sharing is related to the transfer of knowledge, skills, and experiences that can occur inside and outside the organization.

This knowledge sharing model will help employees and organizations in improving productivity through the availability of human resources that have a competitive advantage. Intraksi between individuals is part of the knowledge sharing process that is very likely to occur the transfer of knowledge between individuals. Knowledge sharing indicator refers to theory (Marquardt, 1996) consists of: 1) Knowledge internalization, 2) knowledge exchange, 3) knowledge retrieval, and 4) knowledge creation. (Tung, 2018) explains the determining factors of knowledge sharing attitude determined by: 1) personal factors in the form of extrinsic motivation, absorbing ability, communication media channels, sense of self-worth, In role behavior. 2) Influential social factors in the knowledge sharing process include management support for organizational culture, leadership, organizational climate, and subjective norms.

### ***Self-Efficacy***

Self-efficacy is derived from Albert Bandura's developed social cognitive learning theory (Feist & Feist, 2017) which emphasizes individual beliefs in getting the job done. Self-efficacy is the concept of community learning, social means in society.

Baron and Byrne, 1991 in (Ghufron and Suminta, 2017) states that self-efficacy relates to the capabilities of employees in carrying out work and addressing work-related problems. Self-efficacy is related to decision making and self-confidence to be able to do a good job. Self-efficacy in each individual develops from every process achieved in the work, which can be sourced or shaped by the environment, personality, and social net. It is further explained that self-efficacy is not only related to the ability to do something successfully based on the ability possessed for various conditions. So to be able to improve the performance of the organization, self-efficacy of employees needs to be encouraged to improve. In this study self-efficacy can be measured by indicators: a) Productivity of the past, b) experience, c) persuasive, d) problem solving, (Feltz, 2014).

### ***Productivity***

Productivity is a concept related to system theory (input-process-output) that is reflected in the ability of employees in producing a product, (Sedarmayanti, 2009) explains that productivity is related to efforts to create an effective product by utilizing available

# Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Perators at Jeneponto Power Plant Through Knowledge Sharing

resources. Individual productivity can be influenced by mental attitudes in the form of work motivation, quality of work, knowledge sharing, ability to self-efficacy, work climate, production facilities, technology and achievement agreement. Cash and Fischer in (Thoyib, 2005) explained that productivity can be influenced by organizational performance itself which includes organizational development, compensation plan, communication system, managerial style, organization structure, and policies and procedures, with 1) quality of work, 2) quantity of work, 3) Level of cooperation ability.

## Research Model

This study uses resource based theory and the human capital theory as the basis of theory to explain operator productivity. Quantitative research approach is used to find the influence of human capital variables, self-efficacy on the productivity of power plant operators through the role of knowledge sharing.

Based on the theoretical framework and phenomena that occur then the research framework is shown in the following figure

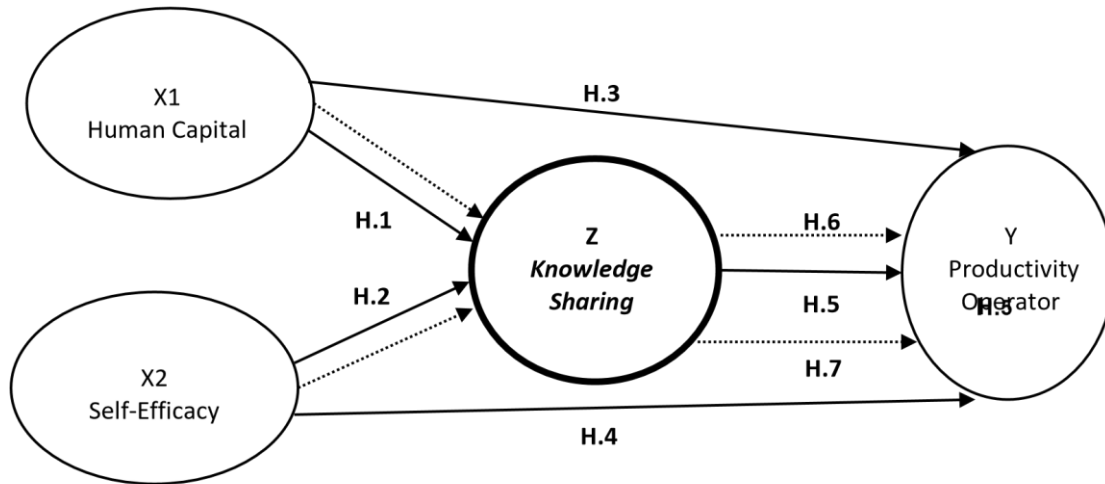


Figure 1 : Conceptual Research Framework Model

## Hypotheses

This study focuses on operator produktivity by using human capital variables, self-efficacy, and knowledge sharing with the following hypothesis formulation:

Hypotheses 1: Human capital berpengaruh signifikan terhadap knowledge sharing

Human capital in this study shows the level of knowledge, skills, work experience, and behavior of individuals (Jusriadi, Edi, 2019), while knowledge sharing is the process of transfer of knowledge, skills, work experience, and behavior between individuals, (Lee, 2001). The formulation of this hypothesis refers to the results of previous studies conducted (Mačiulytė-Šniukienė & Matuzevičiūtė, 2018) and (Ranto, 2015), which found that employees who have competence will easily conduct the knowledge sharing process. So that the process of transfer of knowledge, skills, and experience will be easy to do.

Hypotheses 2: Self-Efficacy has a significant effect on knowledge sharing

Self-efficacy is related to the certainness that individuals have over the ability to do an activity. Individuals who have strong self-confidence will be able to do knowledge sharing well, so that there is a transfer of knowledge. The hypothesis formulation refers to (Yandra et al., 2021), which found that a person will be able to do knowledge sharing well if they have Self-efficacy. These findings mean that employees will self-efficacy to others if the employee has more abilities than others

Hypotheses 3: Human capital has a significant impact on operator productivity

The existence of quality human capital in an organization will be able to increase productivity. So the better the quality of human capital, the productivity will also increase. The hypothesis formulation refers to research (Amodu et al., 2017), (Fapohunda, 2015), (Mačiulytė-Šniukienė & Matuzevičiūtė, 2018), and (Sukoco & Prameswari, 2017), finding that human capital quality has a significant effect in improving company productivity through good selfmotivation. This means that the better the quality of human capital, the more self-motivation to work, so that in the end it will be able to increase the productivity of the company.

Hypotheses 4: Self-Efficacy has a significant effect on Operator productivity

Strong self-Efficacy of each individual will give birth to work motivation, so that with the strong work motivation of each individual will be able to increase productivity. This hypothesis formulation is supported by research

## Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Perators at Jeneponto Power Plant Through Knowledge Sharing

(Okyere-Kwakye, 2011) and (Judge et al., 2007), finding that productivity will be achieved well if supported by employees who have self-efficacy to be able to do the work according to their respective responsibilities.

Hypotheses 5: Knowledge sharing has a significant impact on operator productivity

The existence of knowledge sharing between individuals in an organization will accelerate the process of transferring knowledge, skills, and experience, so as not to cause a high level of disparity between individuals. Dengan the ability of knowledge sharing between individuals will have an impact on improving productivity. The hypothesis submission in this study refers to the results of research (Galeazzo & Furlan, 2019), (Ipe, 2003), (Lin, 2007), and (Sutanto, 2019), which found that the process of knowledge sharing between employees has a significant impact on the productivity of individuals in a company. The process of knowledge sharing in the organizational environment can be effective if supported by social harmonization between employees. In addition, knowledge sharing is an effective and efficient transfer of knowledge model in transferring knowledge, skills and work experience in innovating, (Ranto, 2015). Sudarti & Wasitowati's research also found that knowledge sharing behavior can have an impact on improving human capital capabilities.

Hypotheses 6: Human Capital has a significant impact on operator productivity through knowledge sharing.

The productivity of the organization is strongly influenced by the productivity of human capital. So to be able to increase the productivity of the organization, human capital must have competence that is unique. So it takes knowledge sharing between individuals in carrying out activities, in order to transfer knowledge, skills, and work experience. The research hypothesis stems from previous research by (Amodu et al., 2017), (Ipe, 2003), (Mačiulytė-Šniukienė & Matuzevičiūtė, 2018), (Sukoco & Prameswari, 2017), and (Sutanto, 2019), which found that productivity can only be achieved if supported by good human capital quality, so as to improve the quality of human capital, there is a need for a continuous knowledge sharing process between individuals in an organization. Hypotheses 7: Self-Efficacy has a significant impact on operator productivity through knowledge sharing.

Individuals who have competencies that can be obtained through the knowledge sharing process will have a high Self-Efficacy in increasing their productivity. So that individuals in an organization need to be encouraged to do knowledge sharing in order to have a strong Self-Efficacy. Determination of research hypotheses based on research conducted (Galeazzo & Furlan, 2019), (Judge et al., 2007), (Okyere-Kwakye, 2011), and (Sutanto, 2019) which found that good self-efficacy will be able to increase the productivity of the company. So to be able to increase self-efficacy in employees need to be done a good knowledge sharing process.

### III. RESEARCH METHOD

This research design uses survey method with explanatory approach through questionnaire to 110 jeneponto power plant operators who are in charge of unit 1, unit 2, unit 3A and 3B, which can be explained in the following table:

**Table 1: Research Respondents**

No	Respondent's Position	Person
1	Shift Leader Control Circulation Room unit 1 and Unit 2	4
2	Shift Leader Ash Handling unit 1 and Unit 2	4
3	Shift Leader Control Circulation Room unit 3A and unit 3B	4
4	Shift Leader Coal Handling System unit 3A and unit 3B	4
5	Member of Operator Control Circulation Room unit 1 and Unit 2	12
6	Ash Handling Operator Members unit 1 and Unit 2	8
7	Member of Operator Control Circulation Room unit 3A and unit 3B	20
8	Ash Handling Operator Member unit 3A and unit 3B	8
9	Member of Coal Handling System Operator unit 3A and unit 3B	38
10	Member of Water Treatment Plant Operator unit 3A and unit 3B	8
	<b>Amount</b>	<b>110</b>

Source: Primary Data (2021)

This study used saturated samples or census methods as many as 110 operators both foreign operators and local operators working at jeneponto power plant. Measurement model testing is conducted in several stages to determine the reliability, feasibility, and compatibility of data through partial least square (PLS) analysis techniques, (Solimun et al., 2017).



# Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Perators at Jeneponto Power Plant Through Knowledge Sharing

This study uses three independent variables and one dependent variable that can be explained in the operational definition of the research variable as follows:

**Table 2: Variable Operational Definitions**

Variable Type	Variable Name	Defenisi	Indikator
Independent variables	Human Capital	Human Capital is related to employee competence which is reflected in the level of knowledge, skills, work experience, and behaviors owned in work.	Individual Capability, Individual Motivation, The Organization Climate, Workgroup Effectiveness, and Leadership. (Source: Mayo, 2000)
	Self-Efficacy	Self-Efficacy is an individual's certainty about the ability to perform the tasks or actions necessary to achieve a particular result	Productivity of the past, Experience, Persuasive, and Troubleshooting. (Source: Feltz, 2014)
Dependent variables	Productivity	Productivity is a comparison between sacrifice (input) and income (output)	Quality of work, Quantity of work results, and Level of cooperation ability. (Source: Thoyib, 2005)
Intervening Variabel	Knowledge Sharing	Knowledge Sharing related to the transfer of knowledge between individuals, groups, or organizations either done formally or non-formally outside the organizational environment.	Knowledge Internalization, Knowledge Exchange, Knowledge Retrieval, and Knowledge Creation. (Source: Tung, 2018)

Source: (Feltz, 2014); (Mayo, 2000); (Thoyib, 2005); and (Tung, 2018) .

## IV. RESULT AND DISCUSSION

### Description of Research Site

PT. Bosowa Energi, is a joint venture company between Sumbergas Sakti Prima and Bosowa Corporation engaged in the business of providing electricity to meet the regional needs of South Sulawesi and West Sulawesi. The electricity generated is then channeled to PT's SULSELBAR network system. PLN Persero with a 30-year cooperation contract. One of the steam-powered power plants utilized by PLN in meeting the needs of electricity in South Sulawesi and West Sulawesi through the construction of power plants such as Jeneponto Power Plant.

Jeneponto Steam Power Plant (PLTU) has been operating since 2012 and has had four units with a total installed capacity of 520 MW built on an area of 100 Ha. Location and production process of Steam Power Plant (PLTU) as shown below:



**Figure 2: Jeneponto Power Plant Layout**

Jeneponto Power Plant is divided into two blocks, namely block one with a capacity of 2×125 MW where jetty construction in February 2010 - May 2012; plant construction in July 2010 and October 2012; first firing on March 18, 2012 and commercial

## Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Perators at Jeneponto Power Plant Through Knowledge Sharing

operation date (COD) in October 2012. Expansion project block two with a capacity of 2×135 MW where the efectiveness of contract in February 2016; installation of drum lifting in December 2016; first firing unit 3A in October 2017; first firing unit 3B in January 2018; first sincronization in November 2017; Certificate of Operation (SLO) unit 3A on November 20, 2017; and commercial operation date (COD) on April 1, 2018.

### Incremental Grade Operators

Human capital development is continuously carried out by jeneponto power plant management to obtain skilled and innovative operators and full capabilities in improving their productivity. This is done by conducting an assessment. In table 3 is shown the increase in value or increamental grade to the electric operator after the operation simulation training that has been carried out in 2019.

The implementation of training operation simulation, which was followed by 11 people who were assessed before and after the training shown in the pretest grade and post test grade. Thus, based on the data that the operator's capability improvement can be continuously improved, it can be shown an increase in the.

**Table 3: 2021 Operation Simulation Training Results**

No	Koding Name	Pre-Test	Post-Test	Incremental Grade
1	AM	6,20	76,20	10,55
2	EGS	19,20	81,40	3,24
3	ERH	6,80	72,10	9,60
4	GM	6,00	73,80	11,30
5	IM	10,80	76,00	6,04
6	IA	6,60	79,10	10,98
7	LAPT	11,80	72,70	5,16
8	MAAS	6,90	72,40	9,49
9	SIR	5,80	67,90	10,71
10	SS	14,80	71,90	3,86
11	ZS	8,00	67,30	7,41

Source: Primary Data (2021)

This data shows an increase in operator knowledge after training by calculating the difference between pretest and post test values accumulated from the incremental grade of each code. Based on existing data shows that the highest incremental grade value based on the results of Operation Simulation Training Year 2019 is at the GM code of 11.30. The use of training models in improving the knowledge, skills, and work experience of operators has a downside in the aspects of the budget used is very large and the opportunity for operators to engage in training activities conducted is limited to participants, as well as the implementation time is only done once in each year. So this model based on the results of research is less effective in accelerating the transfer of knowledge, skills, and work experience between foreign operators and local operators.

### Operator Power Data

This study involved 110 foreign operators and local operators who are the source of information, which can be classified based on gender, age, and level of education as follows:

**Table 4: Respondent Profile**

No	Gender	Amount	Percentage
1	Men	106	96 Percent
2	Women	4	4 Percent
	<b>Age</b>		
1	15-25	30	27 Percent
2	26-40	80	73 Percent
3	41-55	0	0 Percent
4	>55	0	0 Percent
	<b>Education</b>		
1	SLTA	75	68 Percent

# Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Perators at Jeneponto Power Plant Through Knowledge Sharing

2	Academy/D3	6	5 Percent
3	S1	29	26 Percent
4	S2/S3	0	0 Percent

Source: Primary Data (2021)

Based on table 4, showing that 96 percent of operators are male and 4 percent female, with an average age of 26-40 of 73 percent, this data shows from the age side of the operator is still young so that the ability to work in the target is still productive. Meanwhile, in terms of the average level of education slta equivalent to 68 percent. This data shows that in terms of education level operators are still very low so it takes knowledge, skills, and work experience from senior operators through the training and knowledge sharing process.

## Partial Least Square Analysis

### Test Outer model

The Outer Test model is used to test the relationship between variables and indicators on each variable. Outer model can be identified from the value 1) convergent validity), 2) discriminant validity, 3) composite reliability, 4) Average Variance Extracted (AVE) and 5) alpha cronbach's, which can be described as follows:

#### 1. Convergent Validity

Convergent validity is used to measure the loading factor value of each variable. With loading factor value above 0.60 or 0.70 is highly recommended. The PLS Algorithm model can be described in the following image:

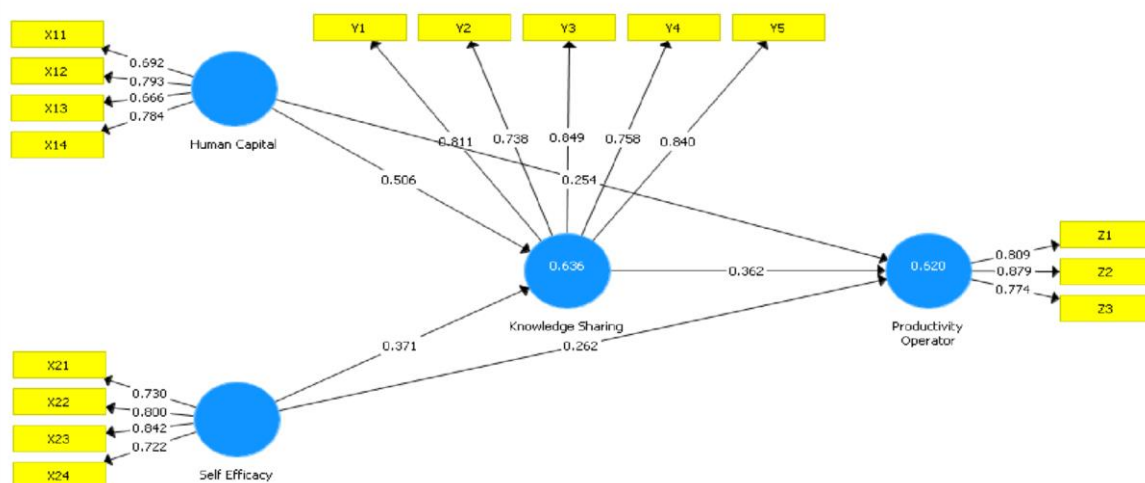


Figure 3: Model PLS Algorithm

The PLS model loading value of each variable indicator can be described in the following table:

Table 5. Value Loading Indicator

Indicator	Human Capital	Self-Efficacy	Productivity Operator	Knowledge Sharing
X1.1	0,692			
X1.2	0,793			
X1.3	0,666			
X1.4	0,784			
X2.1		0,730		
X2.2		0,800		
X2.3		0,842		
X2.4		0,722		
Y1			0,811	
Y2			0,738	
Y3			0,849	
Y4			0,758	
Y5			0,840	



## Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Perators at Jeneponto Power Plant Through Knowledge Sharing

Z1				0,809
Z2				0,879
Z3				0,774

Source: PLS Validity Convergent Value

Based on table 5, shows that: 1) on human capital variables with four indicators obtained the highest indicator loading value X1.2: 0.793 and lowest X1.3: 0.666. 2) on the variable self efficacy which has four indicators obtained the highest indicator loading value on the indicator X2.3: 0.842 and the lowest is on the indicator X2.4: 0.722. 3) In variable knowledge sharing with three indicators obtained the highest loading value indicator at X2: 0.879 and the lowest is at X3: 0.774, and 4) On the contractivity of the operator productivity of the five indicators obtained the highest loading indicator value that is the indicator Y3: 0.849 and the lowest is on the indicator Y2: 0.738. Based on the results of the measurement shows that all indicators on each variable obtained a loading value of > 0.6 means that each indicator on each variable is valid.

### 2. Discriminant validity

The discriminant value is used to assess whether a variable has an adequate discriminant validity. If the correlation of the indicator has a higher value compared to the correlation of the indicator with other contracts, then it is said that the variable has a high discriminant validity. The result of cross loading value can be explained in table 6:

Table 6. Cross Loading Value

Indicator	Human Capital	Self-Efficacy	Productivity Operator	Knowledge Sharing
X1.1	0,692	0,427	0,432	0,574
X1.2	0,793	0,474	0,577	0,556
X1.3	0,666	<b>0,426</b>	<b>0,440</b>	<b>0,416</b>
X1.4	0,784	0,563	0,575	0,626
X2.1	0,369	0,730	0,478	0,493
X2.2	0,542	0,800	0,569	0,608
X2.3	0,602	0,842	0,600	0,607
X2.4	0,467	0,722	0,438	0,438
Y1	0,628	0,570	<b>0,661</b>	<b>0,811</b>
Y2	<b>0,533</b>	0,589	0,486	0,738
Y3	0,605	0,599	0,603	0,849
Y4	0,539	0,367	0,541	0,758
Y5	0,664	0,643	0,630	0,840
Z1	0,485	0,638	0,809	0,579
Z2	0,575	0,581	0,879	0,628
Z3	0,649	0,454	0,774	0,603

Source: PLS Discriminant Validity Value

Based on table 6, cross loading shows all loading indicator values have a higher loading value to the intended contract than to other undirectional contracts.

### 3. Composite Reliability

The high composite reliability value indicates the consistency of each indicator in the contract to measure variables. The composite reliability value criteria >0.7 which indicates that the variable has good internal consistency. Composite reliability values are described as follows:

Table 7. Composite Reliability Value

	Composite Reliability
Human Capital	0,824
Self-Efficacy	0,857
Productivity Operator	0,862
Knowledge Sharing	0,899

Source: PLS Composite Reliability Value

## Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Perators at Jeneponto Power Plant Through Knowledge Sharing

Based on table 7, shows the value of composite reliability variable human capital 0.824, knowledge sharing 0.899, self efficacy 0.857 and productivity operator 0.862. All four contracts have a composite reliability value of >0.70, which means that variables have a good internal consistency value.

### 4. Average Variance Extracted (AVE)

An AVE value is a variable indicator variance value that can be captured by that variable more than a variance resulting from a measurement error. The expected AVE value is >0.5. Human capital contract AVE value of 0.541, knowledge sharing 0.641, selfefficacy 0.602 and operator productivity 0.675, as presented in the following table:

**Table 8. Nilai Average Variance Extracted (AVE)**

Contracts	Average Variance Extracted (AVE)
Human Capital	0,541
Self-Efficacy	0,601
Productivity Operator	0,675
Knowledge Sharing	0,641

Source: PLS AVE Value

In addition to the AVE value, for evaluation of discrimian validity can use the fornell larchker test seen in the correlation value between the contract and the ROOT AVE. It is expected that the AVE root value > the correlation value between the contracts. As in the following table:

**Table 9. AVE root value and Correlation between Contracts**

Contracts	Human Capital	Knowledge Sharing	Productivity Operator	Self-Efficacy
Human Capital	<b>0,736</b>			
Knowledge Sharing	0,746	<b>0,800</b>		
Productivity Operator	0,694	0,735	<b>0,822</b>	
Self-Efficacy	0,646	0,698	0,679	<b>0,775</b>

Source: Fornell Larchker Test Results

Based on table 9, shows that the table contents in the diagonal direction box are ave root values and other values are correlations between contracts. The correlation value of human capital with knowledge sharing is 0.746, productivity operator 0.694 and self efficacy 0.646. While the root value of human capital AVE is only 0.734 is still lower compared to the correlation of human capital with knowledge sharing. While the root value of AVE knowledge sharing is 0.800, operator produktivity 0.822 and self efficacy 0.775 is higher than the correlation between other contral.

### 5. Cronbach's Alpha

Reliability test is rated from cronbach's alpha value > 0.7. The alpha value of cronbach's human capital variable is 0.718, knowledge sharing is 0.859, self-efficacy is 0.779, productivity operator is 0.758. The results of Cronbach's alpha values are outlined in the following table:

**Table 10. Cronbach's Alpha Value**

Contracts	Cronbach's Alpha
Human Capital	0,718
Self-Efficacy	0,779
Productivity Operator	0,758
Knowledge Sharing	0,859

Source: Cronbach's Alpha Value Result

### Uji Model Structural (Inner Model)

Structural model test results can be seen at the values R2 (R-Square), f2 (effect size, goodness of fit index (GoF) which is a test of Goodness of the fit model, which can be described as follows:

1. R<sup>2</sup> (R-Square)

## Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Perators at Jeneponto Power Plant Through Knowledge Sharing

Knowledge sharing variable with R2 value: 0.636 which means variation on knowledge sharing can be explained by human capital variable and knowledge sharing of 63.6% while the remaining 37.4% (100% - 63.6%) described by other variables outside the research. Variable productivity operator with value R2 : 0.620 or 62.0%. This value indicates that the variant variable productivity operator can be explained by human capital variables, knowledge sharing and self efficacy of 62.0% while the remaining 38.0% is explained by other variables that are not studied. The result of the R-square value calculation value is presented in table 11.

**Table 11. R-Square Value**

Contracts	R-Square
Knowledge Sharing	0,636
Productivity Operator	0,620

Source: R-Square Value

### 2. f<sup>2</sup> (effect size)

Changes in the R-squares value can be used to explain the influence of independent variables on dependent variables whether they have substantive influences. Assessment criteria f2: 0.02 small influence, 0.15 medium/medium influence and 0.35 large influence. The result of the value f2 (effect size) is described in table 12.

**Table 12. Value f2 (effect size)**

Contracts	Knowledge Sharing	Productivity Operator
Human Capital	0,409	0,070
Knowledge Sharing		0,126
Self-Efficacy	0,220	0,086

Source: R-Square Value

Based on table 12, shows that the value of f2 (effect size) human capital to knowledge sharing of 0.409 and to productivity operator 0.070. The value of f2 knowledge sharing to productivity operators is 0.126. The value of f2 (effect size) self efficacy to knowledge sharing of 0.220 and to the productivity operator of 0.086.

### 3. Goodness of fit index (GoF)

Goodness of fit index is used to evaluate measurement models and structural models for the overall of model predictions. The GoF value is calculated from the square root value of the average communality index with an average R-squares with criteria of 0.10 small GoF, 0.025 medium and 0.36 in large categories. The results of the GoF value are presented as follows:

$$GoF = \sqrt{com \times R^2}$$

$$GoF = \sqrt{0.6145 \times 0.628}$$

$$GoF = \sqrt{0.385}$$

$$GoF = 0.621$$

Hypothesis testing with a significance level of 5% if the t-statistic value > 1.96 then the hypothesis (H0) is rejected. The t-statistical value of the coefficient of influence of the contract is obtained from PLS Bootstrapping. PLS Bootstrapping Model results are outlined in the following figure:

# Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Perators at Jeneponto Power Plant Through Knowledge Sharing

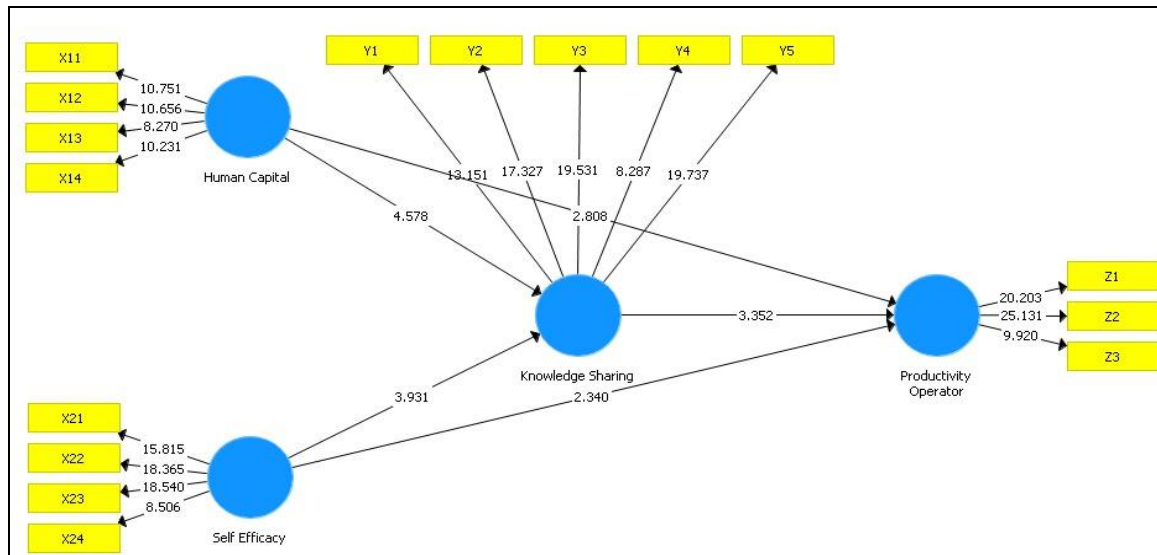


Figure 4. Model PLS Bootstrapping

Parameter coefficient values can be seen in the original sample, standard error (standard deviation) and t-statistical and p-values values can be seen in the table below:

Table 13. Direct Effect and Indirect Effect Coefficient Values

Path of Influence	Original Sample (O)	Standard Deviation (STDEV)	T-Statistics ( O/STDEV )	P-Values	Description
<b>Direct Effect</b>					
Human Capital->Knowledge Sharing	0,506	0,110	4,578	0,000	Significant
Human Capital->Productivity Operator	0,254	0,091	2,808	0,005	Significant
Knowledge Sharing->Productivity Operator	0,362	0,108	3,352	0,001	Significant
Self-Efficacy->Knowledge Sharing	0,371	0,094	3,931	0,000	Significant
Self-Efficacy->Productivity Operator	0,262	0,112	2,340	0,020	Significant
<b>Indirect Effect</b>					
Human Capital->Knowledge Sharing -> Productivity Operator	0,183	0,061	3,002	0,003	Significant
Self-Efficacy->Knowledge Sharing -> Productivity Operator	0,134	0,060	2,250	0,025	Significant

Source: PLS parameter coefficient value

Based on table 13, shows the value of coefficient of influence between variables that can be based on the hypothesis as follows:

1. Hypothesis 1

The coefficient of human capital influence on knowledge sharing is 0.506, the standard error value is 0.110 and p-values is 0.000. With a t-statistical value of 4,578 > 1.96 then H0 was rejected. This proves that there is a positive and significant influence of human capital on knowledge sharing.

2. Hypothesis 2

The coefficient of self-efficacy influence on knowledge sharing is 0.371, standard error value 0.094, p-values 0.000, and tstatistical value 3.931 > 1.96 then H0 is rejected. This proves that self-efficacy has a positive and significant effect on knowledge sharing.

3. Hypothesis 3

The coefficient value of human capital influence on operator productivity is 0.254, standard error value 0.091, p-values 0.005 with t-statistical value 2.808 > 1.96 then H0 is rejected. This proves that human capital has a positive and significant influence on operator productivity.

## **Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Operators at Jeneponto Power Plant Through Knowledge Sharing**

### **4. Hypothesis 4**

The coefficient of self-efficacy against the operator productivity is 0.262, the standard error value is 0.112, the p-values are 0.020 and the t-statistical value is 2,340 > 1.96 then H<sub>0</sub> is rejected. This proves that self-efficacy can affect the productivity of the operator.

### **5. Hypothesis 5**

The coefficient of influence of knowledge sharing on operator productivity is 0.362, standard error value is 0.108, t-statistical value is 3,352 and p-values is 0.001. Because the t-statistical value is 3,352 > 1.96 then H<sub>0</sub> is rejected. This proves that knowledge sharing can increase operator productivity.

### **6. Hypothesis 6**

Human capital indirect effect coefficient value to productivity operator through knowledge sharing of 0.183, standard error value 0.061, p-values 0.003., with t-statistical value of 3,002 > 1.96 then H<sub>0</sub> rejected. Human capital can increase operator productivity when supported by the ability to do knowledge sharing.

### **7. Hypothesis 7**

The coefficient value of indirect effect self efficacy against productivity operator through knowledge sharing is 0.134, standard error value is 0.060, p-values 0.025. The t-statistical value is 2,250 > 1.96 then H<sub>0</sub> is rejected. It means that self efficacy has an influence on the productivity of operators through knowledge sharing.

## **DISCUSSION**

Based on the results of the research analysis, it can be interpreted the influence of human capital, knowledge sharing, and self-efficacy on the productivity of jeneponto power plant operators, as follows:

### **The Influence of Human Capital on Knowledge Sharing**

Hypothetical test results found that human capital has an effect on knowledge sharing. This means that human capital who have competence will have the ability to share knowledge with others.

Facts in the field show that although the quality of human capital from the aspect of education level is still low dominant SLTA but because of the process of training and knowledge sharing conducted between foreign and local operators so that the acceleration of the process of transfer of knowledge and experience runs quickly.

The findings of this study are supported by research conducted (Mačiulytė-Šniukienė and Matuzevičiūtė, 2018) and (Ranto, 2015), which found that employees who have competence will easily conduct the knowledge sharing process. So that the process of transfer of knowledge, skills, and experience will be easy to do.

### **Self Efficacy Affects Knowledge Sharing**

Based on hypothesis testing found that self-efficacy affects knowledge sharing. It means that the better self-efficacy that the operator has, the better the ability to share knowledge. The findings of this study are supported by

The findings of this study are in line with the fact that operators who have knowledge, skills, and work experience will be better able to self-efficacy in themselves and their environment in improving productivity. The development of Self-Efficacy among operators due to the loyalty of operators in developing jeneponto power plant as an institution where operators live and earn income from working as operators.

The findings of this study are supported by research conducted by (Yandra et al., 2021), which found that individuals who have good self-efficacy can do knowledge sharing. These findings mean that employees will self-efficacy to others if the employee has more abilities than others.

### **Human Capital Affects Operator Productivity**

Based on hypothesis testing found that human capital can improve operator productivity. This means that the better the human capital capability of the operator, the more productivity will be increased.

Field facts show an increase in operator knowledge after training by calculating the difference in pretest and post test values accumulated from the incremental grade of each coding. Based on existing data shows that the highest incremental grade based on the results of Operation Simulation Training Year 2019 is in the GM code of 11.30 good categories.

The findings of this study are supported by the opinion of Bontis, 1999 in (Jusriadi, 2019) and (Siagian, 2010), that organizational productivity can only be achieved, if supported by the quality of human capital in carrying out organizational activities. The quality of human capital can be measured from indicators of knowledge level, skills, and work experience (Jusriadi et al., 2018). The study findings were consistent with research results (Amodu et al., 2017), (Fapohunda, 2015), (Mačiulytė-Šniukienė & Matuzevičiūtė,



## **Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Operators at Jeneponto Power Plant Through Knowledge Sharing**

2018), and (Sukoco & Prameswari, 2017), which found that employee quality was a key determinant in improving employee productivity.

### **Self-Efficacy Affects Operator Productivity**

Based on hypothesis testing found that individuals who have self-efficacy will be able to increase their productivity. The better the self-efficacy operator, the more productivity will increase. The findings of this study are in line with the fact that operators who have knowledge, skills, and work experience will be better able to self-efficacy in themselves and their environment in improving productivity. The development of Self-Efficacy among operators due to the loyalty of operators in developing Jeneponto power plant as an institution where operators live and earn income from working as operators.

The study's findings are consistent with the opinions (Cherian & Jacob, 2013) and are consistent with the findings of the study (Feltz, 2014), (Judge et al., 2007), (Okyere-Kwakye, 2011), and (Sedighi et al., 2016), finding that good self-efficacy will affect employee productivity. The findings of this study are different from the findings of the study (Donassolo & De Matos, 2014) found that self-efficacy negatively affects salesperson performance. This finding means that employees who have a high level of knowledge will have the ability to be able to apply themselves and the surrounding environment.

### **Knowledge Sharing Effects Productivity Operators**

Hypothesis testing found the ability to do knowledge will be able to improve operator productivity. The better the knowledge sharing process conducted between foreign and local operators, the process of transfer of knowledge, skills, and experience will run quickly, so it will have an impact on the operator's productivity. Efforts made by Jeneponto power plant management in reducing the level of disparity of knowledge and skills of operators are carried out through the process of training and mutation of work between foreign operators and local operators.

The findings of this study are supported by the opinion (Tung, 2018), that knowledge sharing can run effectively due to the characteristics of the source of knowledge, the background of knowledge, interests, and culture of the recipient of knowledge itself. The results of this study are consistent findings (Fapohunda, 2015) and (Sutanto, 2019) that explain good knowledge sharing between employees will be able to increase the motivation of the organization's productivity work. The results of this study are also consistent research results (Galeazzo & Furlan, 2019), (Ipe, 2003), (Lin, 2007) and (Sutanto, 2019), which found that the process of knowledge sharing between employees has a significant impact on the productivity of individuals in a company.

### **Human Capital Influences Operator Productivity through Knowledge Sharing**

Hypothesis testing found that human capital will be able to influence the operator's productivity if supported by knowledge sharing. This means that the better the ability of knowledge sharing between operators, it will be able to improve the quality of human capital so that it will be able to improve productivity. The findings of this study are in line with the fact that in an effort to improve human capital competence, Jeneponto power plant management encourages the knowledge sharing process between local and foreign operators in order to accelerate the transfer of knowledge, skills, and work experience to support operator productivity due to budget constraints in conducting training.

The findings of this study are supported by research conducted by (Amodu et al., 2017), (Ipe, 2003), (Sukoco & Prameswari, 2017), (Sutanto, 2019), and (Mačiulytė-Šniukienė & Matuzevičiūtė, 2018), which found that productivity can only be achieved if supported by good human capital quality, so as to improve the quality of human capital, there is a need for a continuous knowledge sharing process between individuals in an organization.

### **Self-Efficacy Effects Productivity Operators through Knowledge Sharing**

The ability to do self-efficacy will be able to improve the productivity of the operator through the ability to do knowledge sharing. This means that the better the knowledge sharing capability between operators will be able to improve self-efficacy so that it will be able to improve productivity. The findings of this study are in line with the fact that the knowledge sharing process that occurs between local and foreign operators will increase the ability of Self-Efficacy in each operator, so that with the presence of high self-efficacy in each operator will be able to increase productivity.

The research findings are based on research (Galeazzo & Furlan, 2019), (Judge et al., 2007), (Okyere-Kwakye, 2011), and (Sutanto, 2019), which found that employees who have self-efficacy can increase the productivity of the company. So to be able to increase self-efficacy in employees, it is necessary to do a good knowledge sharing process.

## **CONCLUSIONS**

This research focuses on assessing how the model of productivity improvement in the company. Based on some literature and previous research results where the application of knowledge sharing process is generally done by design through the training

## **Influence of Human Capital and Self-Efficacy in Improving Productivity of Power Plant Perators at Jeneponto Power Plant Through Knowledge Sharing**

process in door. This process is very ineffective because the participants are limited and require a large budget. So in this study found a more effective and efficient model and can be done anytime and anywhere through a natural knowledge sharing process that can be done between foreign operators and local operators.

The findings of this study can certainly have implications on the development of studies in Human Resource Management, especially human capital produktivity. So thesimulan as the findings of the study can be explained as follows:

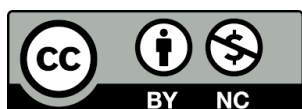
1. Human capital has a positive and significant effect on knowledge sharing
  2. Self-efficacy has a positive and significant effect on knowledge sharing 3.
- Human capital has a positive and significant effect on operator productivity.
4. Self-efficacy has a positive and significant effect on operator productivity.
  5. Knowledge sharing has a positive and significant effect on operator productivity.
  6. Human capital has a positive and significant effect on the productivity of operators through knowledge sharing.
  7. Self efficacy has a positive and significant effect on operator productivity through knowledge sharing

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