

**The Influence of 3K (Knowledge Acquisition, Knowledge Sharing, and  
Knowledge Implementation) on Administrative Innovation  
in Government Institution  
(A Case Study: Direktorat Bela Negara Ditjen Potan Kemhan)**

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***ABSTRACT***

This study was aimed to determine the effect of knowledge acquisition, knowledge sharing, and knowledge implementation towards administrative innovation on government institutions, particularly in the Ministry of Defense (Kemhan). In the emergence of new practices and technologies, innovation becomes an important aspect to explore for the organization to thrive. Furthermore, knowledge plays a pivotal role in shaping the innovation itself. The process of acquiring new knowledge, sharing and developed, and implemented knowledge becomes a routine in an organization that seeks innovation. With the unprecedented events of COVID-19 in 2020, it becomes apparent that the organization needs to be more innovative to cater new normal of living. This study investigated whether knowledge acquisition, knowledge sharing, and knowledge implementation have a significant influence on administrative innovation in the Kemhan organization. The independent variables include knowledge acquisition (X1), knowledge sharing (X2), and knowledge implementation (X3), while the dependent variable is administrative innovation (Y). Quantitative approach and explanatory research with a few hypotheses were employed. Data were collected through an online questionnaire with 5-likert scale. The 120 respondents were taken from two divisions of Kemhan. The data were analyzed using the Multiple Linear Regression method, t-test for hypothesis testing, and assisted by IBM SPSS v25.0 for Windows 10 as analysis tools. Results indicated that knowledge acquisition, knowledge sharing, and knowledge implementation have a significant positive influence on administrative innovation.

Keywords: **knowledge acquisition, knowledge sharing, knowledge implementation, administrative innovation**

***ABSTRAK***

Penelitian ini dilaksanakan dengan tujuan untuk mengetahui pengaruh dari perolehan pengetahuan, pembagian pengetahuan, implementasi pengetahuan dan inovasi administratif terhadap institusi pemerintah studi kasus kementerian pertahanan (Kemhan). Munculnya praktik baru dan berkembangnya teknologi, inovasi menjadi topik yang penting untuk dijelajahi bagi organisasi yang ingin berkembang. Selain itu, pengetahuan pun menjadi peran yang penting dalam mengembangkan inovasi. Dengan adanya pandemi COVID-19 di tahun 2020, organisasi harus menjadi inovatif untuk menghadapi situasi yang baru. Variabel independen yang digunakan adalah perolehan pengetahuan (X1), pembagian pengetahuan (X2), serta implementasi pengetahuan (X3), sementara itu, variabel dependen yang digunakan adalah inovasi administratif (Y). Metode penelitian ini adalah pendekatan kuantitatif dan Explanatory Research disertai beberapa hipotesis. Pengumpulan data dilakukan dengan kuesioner daring dengan skala Likert 5-mata. Sebanyak 120 responden diambil dari dua divisi Kemhan. Data dianalisis menggunakan Regresi Linear Berganda, uji t sebagai uji hipotesis, dan dibantu dengan IBM SPSS v25.0 untuk Windows 10 sebagai alat analisis. Hasil menunjukkan bahwa perolehan pengetahuan, pembagian pengetahuan, serta implementasi pengetahuan menunjukkan pengaruh positif dan signifikan terhadap inovasi administrasi.

Kata kunci: **knowledge acquisition, knowledge sharing, knowledge implementation, administrative innovation**

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## INTRODUCTION

In this modern and competitive age, innovation in the business process is essential to determine whether the business will thrive or not in the market (in the communities). Lin (2006) in Zawawi et al. (2016) states that innovation came from the Latin word called *innovare*, which has a meaning "to make something new." Afuah (1998) in Zawawi et al. (2016) suggests that the term innovation is the use of technological and administrative knowledge to create or offer new products or services to customers.

Innovation in non-profit sector came in the form of how PT. KAI (Kereta Api Indonesia) transform its images into a professional mass public transport operator. According to a study case conducted by Anggadwita (2013) PT. KAI is able to innovate its organizational structure workflow, management policies, ticketing system, and established a call center (CC) 121. The improvements and innovation done by PT. KAI bring the public trust to the rail transport through better services aboard the train services such as the installation of air conditioning in economic class, train for women (only available in Commuterline), and smoke-free stations and trains. All of this effort bring PT. KAI to reach the State Owned Enterprised Award in 2012.

On its own, innovation barely changes the circumstances of an organization it tends to. Innovation needs an mechanism to collect, acquire, sharing, and implement a vast information regarding the improvements that about to be implemented. This mechanism to manage the information is called Knowledge Management (KM). As previously mentioned, innovation is about combining technical and administrative aspect of knowledge into one processes that 'pull' the organization to a better condition. Grey (1996), in Dalkir (2017) *Knowledge Management Theory and Practices* states that KM is a collaborative and integrated approach to creating, capturing, organizing, access, and implementing a organization's intellectual assets. Dalkir (2017) proposes that there are at least three stages of KM: knowledge capture/creation, knowledge

sharing/dissemination, and knowledge implementation/application.

Innovation in the organization can be achieved through three fundamental steps and procedures. First, knowledge creation allows an organization to identify a new opportunities (Wee & Chua, 2013). Second, knowledge sharing allows the knowledge to be shared with other organization members and improves the stock of knowledge available to the organization (Chen, 2010). Third, knowledge application is used to promote proven practices from past experiences to reduce duplication efforts as well as eliminate any similar mistakes (Wee & Chua, 2013).

While innovation sometimes perceived related to the profit-oriented organization only, non-profit organization are also benefitted from the concepts of innovation. (Mulgan & Albury, 2003) states that innovation in public services are comes in creating and implementing a new processes, services, and methods of delivery which in turn will result in improvements of efficiency, effectiveness, and quality. Successful innovation produce an effective government and public services – which considerably would develop a better ways of catering the needs, better problem solving decision, and utilizing the technology (Mulgan & Albury, 2003). All in all, innovation main goals in public sector is to be adaptable to provide services for local and individual needs and also to keep up with the ongoing public demands and expectations.

In the same literature, (Mulgan & Albury, 2003) lays out some of the differences in innovation between the profit and non-profit sector. The first assumption is, profit sector are much more innovative than the non-profit sector. Organization in government institution tends to be trapped within cultural risk aversion and bureaucratic conservatism worsened by the lack of competition. However, within the existing constrained mentioned above, the non-profit sector also contributed to the innovation history as for the example is when United Kingdom introduced the National Health Service (NHS) to its public. Public reception were bad at the time but through free preemptive

medication offered by NHS public began to trust it and relies on it (Jusuf & Zuhra, 2018).

Second assumption is, profit sector embraced innovation as its motivation to maintain or increased profitability, develop a new segment, and improve market share. (Mulgan & Albury, 2003) states that non-profit sector has parallel motivations but value in the sector is different from value in profit sector. Profit sector valued the profit, market share, and competitive advantage more than anything else whereas non-profit sector had to deal with much complex matter and puzzling matter to measure. Goals such as less crime, less crime, maintain stability in social structure and goals such as better quality of services, method of delivery, and public trust are some of the non-profit organization had to face.

Despite the problems and some differences with the profit sector, innovation in non-profit sector was deemed important for the nowadays situation. As stated by (Anggadwita, 2013) innovation in public sector is very useful to build up the reputation and image of government to provide public services whereas sometimes public services offered by government tend to be much worse than the one offered by profit sector. With the innovation, public sector could gain trust from the communities which in turn could promote stability within the social structure.

## **LITERATURE REVIEW**

### **Strategic Management**

The word 'strategy' shows up in the military context way before the business environment thriving and represented the action to command or lead armies on the battlefield. Strategy term is cemented to gain the upper hand from enemies, a tool to win the war, and crush the adversary with a set of tactics. Later, with the advancement of concepts and theories, strategy term was adopted and applied outside its military roots like politics, economics, and business (Mainardes, Ferreira, & Raposo, 2014).

Porth (2002), as cited in Athapaththu (2016), points out that strategic planning is included in strategic management, which fills in the gap of planning and management at the same time. Thomas, Bowman, & Singh (2002) state that strategic management in an organization is emphasized in creating and sustaining a competitive advantage. Dess et al. (2007) also add that strategic management serves as guidelines for all organizational actions. It is a set of actions consisting of organizational analysis, decisions, and actions to create and sustain the competitive advantage. In turn, the competitive advantage will act as a backup or support to the organization and minimize any threat or risk from the internal and external environment.

Johnson, Scholes, and Whittington (2008) in Maleka (2014) state that strategic management encompasses the understanding of an organization's strategic position, shaping strategic choices for the future, and executing strategy in action. Blatstein (2012) in Maleka (2014) emphasizes that strategic management is not about predicting the future but rather preparing for it and knowing what to do for the organization to implement its strategic plan and achieve competitive advantage. Maleka (2014) proposes a relevant key concept for the strategic management process:

1. Goal Setting
2. Analysis of Strategic Formation
3. Strategy Formation
4. Strategy Implementation
5. Strategy Monitoring

### **Knowledge Management**

Bergeron (2003), as cited in Pangil & Nasurddin (2010), defines knowledge as information that is organized, synthesized, or summarized to improve understanding, awareness, and comprehension. On the other hand, Karlsen & Gottschalk (2004), as cited in Pangil & Nasurddin (2010), described knowledge as consolidating information with experience, connection, interpretation, reflection, foreknowledge, and creativity.

Knowledge management is the formalization of and access to experience, knowledge, and expertise that create a new competitive advantage, capabilities, encourage innovation and enhance customer value. Knowledge management also encompasses knowledge creation, knowledge valuation and metrics, knowledge mapping and indexing, and knowledge sharing (Gloet & Terzioski, 2004, in Ugwuegbu, 2019).

Furthermore, Darroch & McNaughton (2002), as cited in Kör & Maden (2013), state that knowledge management is a unit of management functions that locates or creates knowledge, manages knowledge, and make sure the knowledge is used effectively and efficiently for the organization.

Lastly, du Plessis (2007) state that knowledge management is a planned and structured approach to managing the creation, harvesting, and leveraging of knowledge as an organizational asset to further enhance organization capabilities, speed, and effectiveness in delivering services or products with its business nature.

Ugwuegbu (2019) proposes a dimension of knowledge management that might relate to innovation, such as knowledge acquisition, knowledge sharing, and knowledge implementation:

### **Knowledge Acquisition**

Knowledge acquisition or knowledge creation, as defined by Choi & Lee (2002), is one dimension of knowledge management that is emphasized to help the organization create, store, share, and use an organization's explicitly documented knowledge.

Kör & Maden (2013) and Wee & Chua (2013) propose several indicators of knowledge acquisition:

1. Knowledge acquisition is obtained from gathering information
2. Knowledge is acquired by inviting consultant or management expert
3. Knowledge is acquired from a related partnership

4. Knowledge is gained through seminar and workshop

### **Knowledge Sharing**

Knowledge sharing is defined as transferring acquired knowledge to different organizational members, both within and between the departments and hierarchical levels (Bhatt (2001) and Szulanski (1996) as cited by (Pangil & Nasurddin, 2010).

Ugwuegbu (2019) and Akhavan & Khosravian (2016) propose several indicators for knowledge sharing:

1. Teamwork and joint conferences
2. Accessible knowledge repositories for all employees
3. Regular meetings for exchange information (formal and non-formal)
4. Job rotation for employees

### **Knowledge Implementation**

Knowledge implementation or knowledge application is the final dimension of knowledge management related to the actual use of the current knowledge to solve the existing problem (Gold et al., 2001; Alavi & Tiwana, 2002).

Kör & Maden (2013) provide several indicators of knowledge implementation:

1. Applying knowledge to solve new problems
2. Utilizing the knowledge into practical use
3. Applying experiential knowledge

### **Organizational Innovation**

Lam (2006), as cited by Demircioglu (2016), defined organizational innovation as the creation or adoption of new ideas or behavior to the organizational system. Damanpour et al. (2009) specifically break down organizational innovation terms as changes in organization's structures and processes, administrative system, knowledge used to perform work management, and managerial skills that allow an organizations to function and succeed by utilizing its resources efficiently and effectively.

Damanpour (1991), Gopalakrishnan & Damanpour (1997) in Kör & Maden (2013) stated that there are three pairs of organizational innovations according to the strategies employed by the organizations. The three pairs of organizational innovation are administrative and technical innovation, product and process innovation, and radical and incremental innovations. Kör & Maden (2013) propose a distinction between administrative and technical innovation where administrative innovation is likely related to an organization's social core. In contrast, technology innovation is more related to the technological aspect of the organization. Damanpour (1991) in Kör & Maden (2013) further narrows the technical innovation definition as those that occur in the operating component and affect the technical system of the organization. Meanwhile, Damanpour & Gopalakrishnan (1998) stated that administrative innovation deals with organizational structures, administrative processes, and human resources; these innovations have no directly influence on an organization's basic activity but instead it has an influence on its management activity.

### **Organizational Innovation in Public Sector**

Organizational innovation in public sector as mentioned by Mulgan & Albury (2003) is the creation and implementation of a new processes, services, and method of delivery which in turn would improve the quality of services, effectiveness, efficiency, and quality. This concept stresses administrative values while highlighting the character of the public sector. Meanwhile, Hartley (2005) as cited by Pratama (2019) argues that innovation in public sector is a reinvention or adaptation to a new environment, context, or specific time period. Pratama (2019) also added that the application of a new concept or a modification of an existing idea to improve public service performance is referred to as public service innovation.

Mulgan & Albury (2003) explains how the business and non-profit sectors vary in terms of

innovation. The first premise would be that for-profit businesses are much more creative than non-profit businesses. Government institutions are susceptible to cultural risk aversion and bureaucracy rigidity, which is aggravated by a lack of competition. The second assumption is that the profit sector welcomed innovation as a means of maintaining or increasing profitability, expanding into new markets, and increasing market share. According to Mulgan & Albury (2003), the non-profit sector has similar objectives, but the sector's value is distinctive from the profit sector's value. Profit, market share, and competitive advantage were prized above all else in the profit sector, while the non-profit sector had to cope with a lot of complicated and complex metrics to measure.

### **Administrative Innovation**

Administrative innovation, as stated by Daft (1978) and Damanpour (1991), cited by Moreno et al. (2015), refers to the several core activities in management levels such as recruitment policies, allocation of resources, authority placement, as well as authority and reward tasks.

Greenan (2003) states that administrative innovation refers to the changes in decisions taken, such as allocation of responsibilities, the way information is structured, and the communication system within the organization. Moreover, Schienstock et al. (2009), as cited by Moreno et al. (2015), added that administrative innovation is a way for an organization to develop or change structure and processes that are different from the organization's current practices.

Kör & Maden (2013) and Chen & Huang (2009) propose several indicators of administrative innovation:

1. Administrative innovation in planning procedures
2. Administrative innovation in process control system
3. Responsiveness to environmental changes

## Hypothesis

- H1: Knowledge Acquisition has a significant positive influence on Administrative Innovation in “*Direktorat Bela Negara Ditjen Pothan Kemhan*”.
- H2: Knowledge Sharing has a significant positive influence on Administrative Innovation in “*Direktorat Bela Negara Ditjen Pothan Kemhan*”.
- H3: Knowledge Application has a significant positive influence on Administrative Innovation in “*Direktorat Bela Negara Ditjen Pothan Kemhan*”.

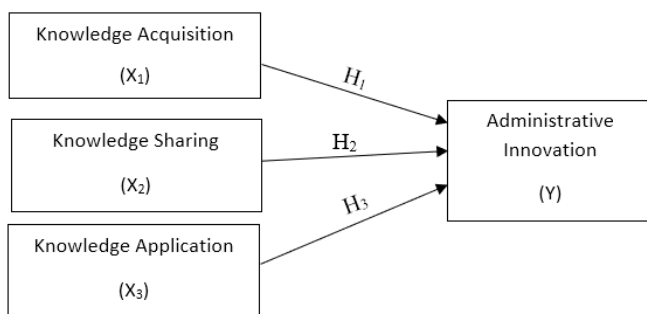


Figure 1: Research Framework

## RESEARCH METHODOLOGY

The research method that used was explanatory research with quantitative approach. In this research, the independent variables are Knowledge Acquisition (X1), Knowledge sharing (X2), and Knowledge Application (X3). While the dependent variable is the Administrative Innovation (Y). The location of the research is taking place in the Ministry of Defence (Kementerian Pertahanan) office particularly in the two division: “*Direktorat Bela Negara Ditjen Pothan Kemhan*” and “*Subdit Lingkungan Pemukiman Direktorat Bela Negara Ditjen Pothan Kemhan*”. These two division were chosen because is an iconic division in Kemhan organization. It’s responsible for the potential threat and defence of Indonesia and implementation of patriotism doctrine to the public to protect and preserve Indonesia sovereignty. The respondents collected for this study is 120 respondents using the Google Form as a means of distribution.

## RESEARCH RESULTS AND DISCUSSION

Table 1: Regression results

Dependent Variable	Independent Variable	Unstandardized Coefficients	Standardized Coefficients (Beta)	t	Sig.	Significance
Y	(Constant)	1.402		0.914	0.362	
	X1	0.389	0.354	4.069	0.000	Significant
	X2	0.273	0.259	2.574	0.011	Significant
	X3	0.256	0.237	2.432	0.017	Significant
R : 0.760 R Square : 0.578 Adjusted R Square : 0.567 F count : 52.922 Sig. F : 0.000 F Table : 2.683 t Table : 1.981						

Source: Primary Data, Processed in 2021

The regression model used is standardized regression, because the data used in this research are interval data measured by Likert scale. Likert scale is used to measure the attitudes, opinion, and perceptions of a person. In standardized regression, the size of the variable or the size of the answer has been equalized. The regression equation obtained based on Table 1 are as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

$$Y = 0.354 X_1 + 0.259 X_2 + 0.237 X_3$$

In this research, as many as 120 respondents were participated. The instrument test was conducted with a validity test and a reliability test. The results obtained from validity test showed significance value greater than r-Table, which means that each item variable was valid. So, it was concluded that these items could be used to measure the research variables. Followed by the reliability test using Cronbach Alpha, where each variable was found to

be reliable because the value of Alpha Cronbach was greater than 0.7.

The classical assumptions test became the next test; the classical assumptions test consisted of a normality test, a linearity test, a multicollinearity test, and a heteroscedasticity test. Kolmogorov-Smirnov methods were employed to carry out normality test with a significant value of greater than 0.05. All of the values in the research are greater than 0.05 which means all of the data are evenly distributed.

Second test, the linearity test, with a significance value more than 0.05. The result of the test showed that all independent variables present in this research are linear with the dependent variable. The third test was multicollinearity test, with a tolerance value of each variable greater than 0.1 and VIF value greater than 10. It can be derived that there is no multicollinearity present between each independent variables in this research. The fourth test was heteroscedasticity test using a scatterplot diagram which result in no distinctive pattern, so it can be concluded that there is no heteroscedasticity present.

### **The Influence of Knowledge Acquisition (X1) towards the Administrative Innovation**

The value of the t-Count is **4.069**. Meanwhile, the value of t-Table is **1.981** ( $\alpha = 0.05$ ; db residual = 116). Therefore, because the formula is  $t\text{-Count} > t\text{-Table}$ , then, **4.069 > 1.981** with 0.000 as t-significance value. Thus, it can be assumed that Knowledge Acquisition (X1) has a significant influence on Administrative Innovation (Y).

The impact of knowledge acquisition on innovation was proven by continually gaining new information (both tacit and explicit) from both internal and external sources that is important to the organization's activity. To put in the context, *Direktorat Bela Negara Ditjen Pothon Kemhan* held a workshop and training program to help its employees learn new skills. In addition, the organization receives new knowledge about the present social and trend situation using intelligence

report. According to De Plessis (2007), information and expertise may be acquired and combined to create new innovative ideas.

### **The Influence of Knowledge Sharing (X2) towards the Administrative Innovation**

The value of the t-Count is **2.574**. Meanwhile, the value of t-Table is **1.981** ( $\alpha = 0.05$ ; db residual = 116). Therefore, because the formula is  $t\text{-Count} > t\text{-Table}$ , then, **2.574 > 1.981** with 0.011 as t-significance value. Thus, it can be assumed that Knowledge Sharing (X2) has a significant influence on Administrative Innovation (Y).

*Direktorat Bela Negara Ditjen Pothon Kemhan* knowledge sharing is focused on the process in which job rotation and multiple roles are carried out. It could provide the employee with a new perspective, information, and knowledge resulting in the increase of the innovation process due to the multidisciplinary knowledge employee had after the sharing.

Furthermore, by applying Knowledge Sharing within the organization, the organization itself could retain the knowledge and protect themselves from the risks of the unexpected leaving of their knowledgeable and most experienced parties.

### **The Influence of Knowledge Implementation (X3) towards the Administrative Innovation**

The value of the t-Count is **2.432**. Meanwhile, the value of t-Table is **1.981** ( $\alpha = 0.05$ ; db residual = 116). Therefore, because the formula is  $t\text{-Count} > t\text{-Table}$ , then, **2.432 > 1.981** with 0.017 as t-significance value. Thus, it can be assumed that Knowledge Implementation (X3) has a significant influence on Administrative Innovation (Y).

Lin & Lee (2005) defined knowledge implementation as a process where an organization could effectively retrieve knowledge and access the existing knowledge with ease. The increase of knowledge implementation allows the organization to combine and utilize various kinds of knowledge to increase the innovation process further. A deeper application of knowledge allows the organization to interpret their organizational expertise on the works

further. Moreover, by applying the knowledge, the employee of an organization might make fewer mistakes and improve their case-solving capabilities.

### **Limitations**

1. From the results, two division from Direktorat Bela Negara Ditjen Pothan Kemhan are able to become the object of this study. The limitation are, since the Kemhan ministry limited the study into these two division, the author's data are limited into this division while the other division might improve and enrich the author's data.
2. From the results, Google Form become the primary choice for questionnaire distribution. Since direct distribution of questionnaire and interviews are not viable, the author's using online questionnaire as a means of distribution to gather the data.
3. From the results, the four variable present in this study namely; Knowledge acquisition, knowledge sharing, and knowledge implementation with administrative innovation if pairing with other variables might explained other phenomenon and further enrich this study particularly in this topics.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

1. Knowledge Acquisition in this study showed a positive attitude towards Administrative Innovation. It reinforces the previous studies that have been conducted in the same manner. According to the results, Knowledge Acquisition in Kemhan organization is influencing the organization to be more innovative. The organization had a series of ways to improve its knowledge pool which in turn also improving its capabilities to conduct innovation. Thus, it can be concluded that Knowledge Acquisition has a positive significant influence on Administrative Innovation.

2. Knowledge Sharing in this study is showed to have a favorable outcome towards Administrative Innovation. Knowledge Sharing in Kemhan organization involves mutual sharing of knowledge between employees, which in turn would increase employees' knowledge, capabilities, and provides an option to further shaping strategic and innovative decisions. Thus, it can be concluded that Knowledge Sharing influences Administrative Innovation to some extent.
3. Knowledge Implementation in this study had shown a desired outcome towards the Administrative Innovation variable. Knowledge Implementation in this organization plays a pivotal role to determine the organization's decisions and policies. Thus, based on the results, Knowledge Implementation has a positive significant influence on Administrative Innovation.

### **Recommendation**

1. Kemhan should encourage more employees to be more active in sharing knowledge during recess time. As reflected from the testing results, the quality of sharing knowledge during recess time was much lower than the other factors. It will be much beneficial for the ministry if it helps employees by facilitating a sharing session during recess time to help with knowledge transferability.
2. Since Knowledge Acquisition has become the most dominant variable in this study, Kemhan should continue current practice in acquiring new knowledge. In addition, Kemhan could utilize a new way to extract knowledge by encouraging the employee from various disciplinary to gain a new perspective on the recurring problem and to amass a new knowledge pool.
3. Knowledge Implementation in the Kemhan is also performing well. They should continue



the current practice to implement a newly acquired knowledge into the organization because it is beneficial for the organization.

4. Routine evaluation of Knowledge Management and Innovation is needed to keep track of the development that happens in the organization.
5. Future researchers could gain more scope of research by using additional supporting variables related to this topic, such as Innovativeness, Technical Innovation, and many more.

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