CHAPTER I

INTRODUCTION

1.1 Overview of Research Objects

1.1.1 Organizational Overview

PT Telkom Indonesia (Persero) Tbk. Is a company in the field of information and communication technology (ICT) and is a State-Owned Enterprise (BUMN). The Indonesian government is the largest shareholder in this company, the government have 52.09 percent share in this company. On the Indonesia Stock Exchange (IDX), Telkom Group is listed as "TLKM" and on the New York Stock Exchange (NYSE), which is listed as "TLM".

At this time the Telkom Group is a digital telecommunications companies that implement business system oriented to the customer and the company's operational strategy. This change aims to make the Telkom Group organization more flexible in adapting to the rapidly changing telecommunications industry each year. The new organizational system is expected to increase efficiency and effectiveness in producing a quality customer experience.

The Telkom Group is always growing and changing in accordance with the development of new technology, information and digitalization, but it is still in the same field of telecommunications and information technology. TelkomGroup currently manages six business portfolios that serve four customer segments, namely corporate, housing, individual and others. Telkom Group's business portfolio is as follows:

TABLE 1.1
PORTOFOLIO OF PT. TELKOM INDONESIA

No	Name Product	Explanation
1	Mobile	This portfolio offers mobile voice, SMS and value added service, as well as mobile broadband. These products are available through the company's

(be continued)

(Continued)

		subsidiary, Telkomsel, with its Kartu Halo signature postpaid SIM card and SimPATI, Kartu As and Loop prepaid ones.
2	Fixed	This portfolio provides fixed line service, which include fixed voice, fixed broadband, as well as Wi-Fi and other emerging wireless technology services through the IndiHome brand.
3	Wholesale & International	The services offered in this portfolio are namely interconnection, network service, Wi-Fi, VAS, hubbing data center and content platform, data and internet, and solution.
4	Network Infrastructure	This portoflio offers network service, satellite, infrastructure and tower.
5	Entreprise Digital	Offers an information and communication technology platform service and smart enabler platform service.
6	Consumer Digital	This portfolio consists of media and edutainment service, such as e-commerce (blanja.com), video/TV and mobile-based digital service. Moreover, we offer digital life services such as digital lifestyle (Langit Musik and VideoMax), digital payment such as Linkaja, digital advertising and analytics for digital advertising business and mobile banking solution as well as

(be continued)

(Continued)

		enterprise digital service, which offers the Internet of Things (IoT) service.

Source: Telkom.co.id

a. Strategic Objectives

At this time Telkom Group has the following strategic objectives to become the Top 10 Market Capitalization Telco in Asia-Pacific by 2020.

b. Corporate Strategy

Telkom Group has a corporate strategy to have competitive and sustainable growth so as to realize Indonesia's goal of becoming the largest digital economy in Southeast Asia. There are three strategies owned by the Telkom Group, namely:

1) Portfolio Strategy

   Telkom Group currently focuses on the TIMES digital portfolio (Telecommunication, Information, Media, Edutainment & Services) which has convergent and seamless services so as to provide high value for customers.

2) Directional Strategy

   Telkom Group has a belief that its market capitalization is growing significantly, this makes them add value to customers through a variety of services and product innovations and develop a strong digital ecosystem in the domestic and international markets.

3) Parenting Strategy

   TelkomGroup applies a strategic control approach to streamline its business units and subsidiaries so that the process will run more directed in synergy and effectively in achieving corporate goals.

c. Corporate Culture

Telkom realizes the importance of building "Great People" with digital culture as part of the company's transformation. The Telkom Way, a value system formulated as Philosophy To Be The Best, Priciples To Be The Star and Practices To Be The Winner. This culture gives the spirit to always give the best, to exert ability totally, enthusiastic and have an integrity. The explanation of the three types of cultures that exist in Telkom are :

a. Basic Belief (Always the Best)

    1) Integrity (Integrity, Positive Behavior, Honesty).

    2) Enthusiasm (Enthusiasm, Excellence, Desire to be the best).

    3) Totality (Totality, self-development, committed to the task).

b. Core Values (Principles To Be The Star)

    1) Solid (Synergy, shared vision, mutual trust).

    2) Speed (Initiative, Speed of service, Speed of decision).

    3) Smart (Understanding goals, Setting priorities, Looking for new ways).

c. Key Behaviours (Practices To Be The Winner)

    1) Imagine (Planning for victory, Setting targets, risk analysis).

    2) Focus (Focus, Setting a quick win, optimizing resources).

    3) Action (Actions, Evaluation, Continuous improvement).

1.1.2 Vission and Mission of the Organization

In an institution both private and government certainly have a vision and mission that will direct an agency to not get out from the way that they shoul do, so with a vission and mission will keep them stay in the track. In accordance to the development of digital technology and company transformation, Telkom introduced a new vision and mission in 2016, which are :

a. Vission

    Be the King of Digital in the Region

b. Mission

    Lead Indonesian Digital Innovation and Globalization

1.1.3 Organizational Logo

The logo of PT. Telkom Indonesia can be seen as figure 1.1:

Figure 1.1 Logo of Telkom
Source : PT.Telkom Indonesia, Tbk

The TELKOM logo has a modern form, rich in color by presenting a symbol in the form of a palm holding a globe. This new logo is a reflection of the new "brand value" hereinafter referred to as "Life in Touch" and reinforced with a new tag line replacing "committed 2U" that is "the world is in your hand". In detail, the meaning of the Telkom logo is :

a. Expertise : The meaning of the circle as a symbol of the completeness of the products and service in TELKOM'S new business portofolio that called TIME (Telecommunication, Information, Media & Edutainment).

b. Empowering : The meaning of this hand that reached something on the above is, this symbol reflected the growth and expansion to the outside.

c. Assured : The meaning of the hand finger is that this symbol interpret an accuracy, consideration, believeness and a close relationship.

d. Progressive : The combination between the hand and the circle is that this symbol from the sunrise that have a meaning as the transformation and new beginning.

e. Heart : The symbol from the palm that reflecting the life to reach the futures.

The apperance of the new logo includes a change of the logo as a whole and integrated with four basic aspects of the company , is business transformation, infrastructure, system and operation models as well as human resources. The colors philosopy of PT. Telkom is :

a. Red (Braveness, Love, Energy, Determined) : Reflected the Telkom's spirit to always optimistic and brave in facing the challenges and the company.

b. White (Pure, Peace, Light, Unite) : Reflected the Telkom's spirit to always provide the best for the nation.

c. Black (Basic Color) : Symbolizes the strong will.

d. Grey (Transition Color) : Symbolizes the technology.

1.1.4 Organizational Structure

The following are internal data from the organizational structure that the author obtained from Regional II PT. Telkom Indonesia, which has the task to handle the Jakarta, Banten, Bogor, Tangerang and Bekasi areas:
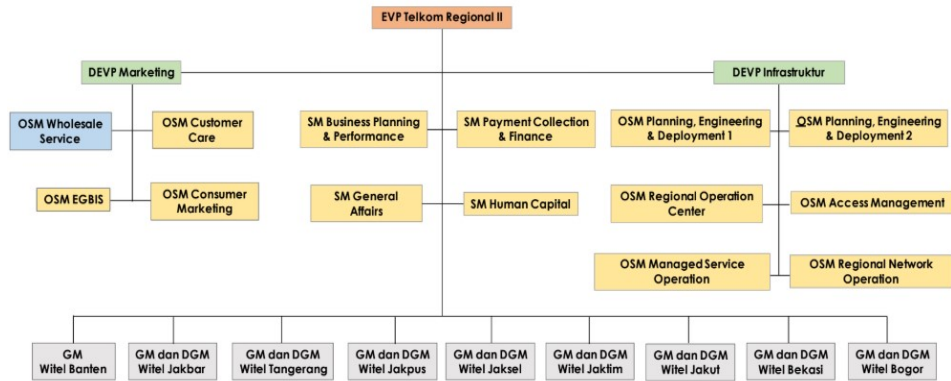
Figure 1.2 Organization Structure of TREG II PT. Telkom Indonesia
Source : PT.Telkom Indonesia, Tbk

1.1.5 Job Description

In an organization, there is an organizational structure that has task in making the organization move forward. With tasks in every each division, employees can find out the tasks they have to do and they dont have to do. So that their tasks do not overlap with the other employees. The duties of each employee in the PT. Telkom Indonesia are :

a. Deputy EVP Marketing Regional II

Deputy EVP Marketing is responsible for service, maintenance based on service standards, product sales, and marketing.

b. EVP Telkom Regional II

The head of the regional Telkom II Jabbodetabek is responsible for building, maintaining, and serving the needs of the community in meeting telecommunications, information, media, edutainment and services.

c. SM Costumer care & Marketing

SM Customer care & Marketing is responsible for marketing all telecom products and after service services.

d. OSM Reg Wholesale Service

OSM Reg Wholesale Service is responsible for marketing the network longdistance and service to line operators.

e. Deputy EVP Infrastruktur Regional II

Deputy EVP Infrastructure's job is to be responsible for the construction of fiber optic networks and maintenance of old networks.

f. OSM Regional Entrepreneur Government & Business Service

OSM Reg Entr Gov & Bis Serv, their job is to be responsible for providing telecommunications services to entrepreneurship customers, large corporate entrepreneurs, banks, and government.

g. OSM ROC (Regional Operation Centre)

OSM ROC (Regional Operation Center) is responsible for operating, monitoring and customer complaints.

h. OSM Planning, Engineering & Development

OSM Engineering & Development's duties are responsible for the construction of new broadband infrastructure as well as the replacement or modernization of cable network programs.

i. OSM Managed Service Operation

OSM Managed Service Operation is responsible for operating broadband telecommunications on the customer's side.

j. OSM Network Operation Support

OSM Network Operation Support is responsible for building and maintaining the Telkomsel network in implementing the Telkomsel One Network network.

k. SM General Affair

SM General Affair job is responsible for the procurement process, project evaluation, and project payment processes.

l. SM Human Capital

SM Human Capital job is responsible for managing existing human resources, recruitment, and meeting the needs of operational business units.

m. SM Payment Collection & Finance

The SM Payment Collection & Finance job is to be responsible for collecting all telecom customer payments, including project financing.

n. SM Bussines Planning & Performance

The SM Business Planning & Performance is led by a Senior Manager. His job is to be responsible for development planning, quality service and revenue assurance.

o. GM Witel

Witel is led by a General Manager whose job is responsible for operating telecommunications services at the regional level. Starting from planning, evaluation, feedback and rebuilding.

1.2 Background of Research

PT Telkom Indonesia (Persero) is a State-Owned Enterprise (SOE) company engaged in the field of information and communication technology (ICT) services and telecommunications networks in Indonesia and one of the best SOE companies in Indonesia. This is evidenced by the award recently won by this company. The award is Telkom being the only company from Indonesia that is listed in the GLOBAL 500. The value of PT Telkom Indonesia (Persero) Tbk (Telkom) has increased significant in 2018 to be USD5.2 billion, jumped from 2017 which amounted to USD4.33 billion. Thus Telkom succeeded in maintaining the title as the most valuable telecommunications company in Southeast Asia, as well as being the number one company in Indonesia. Telkom always tries to always satisfy its customers.

One of the efforts made by Telkom to always become a good corporate is that they have experienced and knowledgeable human resources. Human resources are one of the elements that can be found in the company. These are the people who carry out all the tasks of the company. A company should be able to manage their human resources properly, so the objectives of the company can be achieved. To maintain the credibility of a company, they evaluate the performance of its employees so that it is in accordance with the provisions that apply to the company. According to Bernardin in Sedarmayanti (2017:285) performance is a record of the results produced (produced) for a particular job function/activity for a certain period of time. Performance is a result, not character traits and behavior. This also applies in PT. Telkom Indonesia, they have implemented an employee performance appraisal system. Performance Appraisal at PT. Telkom Indonesia, is based on company policy K.66/2006 and there are two assessments namely performance appraisal (p) and competency assessment (k). Where both are important points that can support overall company performance. The evaluation is done at the end of each year. The employee performance evaluation system based on the SKI system is as follows:

TABLE 1.2
EMPLOYEE ACHIEVEMENT ASSESMENT REGIONAL II PT. TELKOM
INDONESIA

Score of Performance	Conversion	Information
≥ 110	P1	Special
≥ 103 s/d < 110	P2	Very Good
≥ 96 s/d < 103	P3	Good
≥ 90 s/d < 96	P4	Less
< 90	P5	Very Less

Source: PT. Telkom Indonesia

The assessment system also applies in Telkom Regional II. The regional employee performance appraisal data of PT. Telkom Indonesia from year 2016-2018 are as follows:
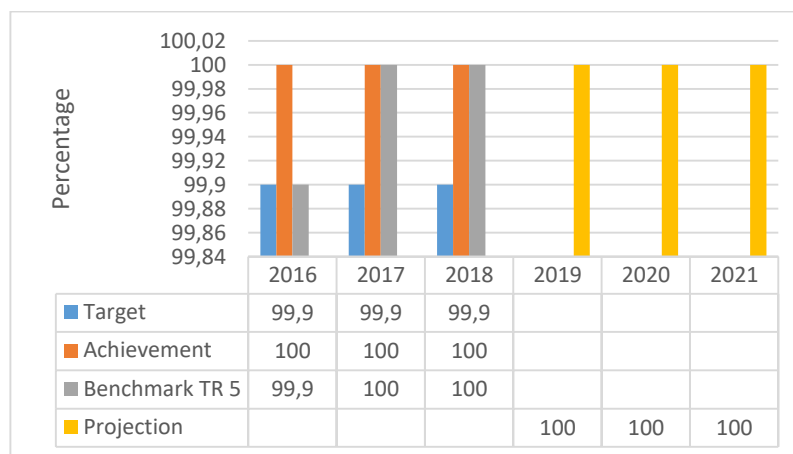

	2016	2017	2018	2019	2020	2021
Target	99,9	99,9	99,9			
Achievement	100	100	100			
Benchmark TR 5	99,9	100	100			
Projection				100	100	100

Figure 1.3 P1-P3 Performance Index Employees of Regional II

Source: HRM Regional II PT.Telkom Indonesia

Based on the figure above, Telkom Regional II was quite successful in encouraging its employees. This is evidenced by the data on the graph showing good numbers. The percentage of the target that must be achieved by Regional II employees is relatively stable, from 2016-2017 the percentage achieved is 99.9%. Achievements obtained by Regional II employees are also included in the good category, this is evidenced by the percentage of 2016-2018 is 100%. For the benchmark category, it increased by 0.1%

in 2017. Based on figure 1.3, it shows that employee performance based on performance is in the good category.

PT. Telkom Indonesia also has an appraisal system based on the competence of their employees. The competency evaluation system has the same system as the performance evaluation system, namely K1 which is classified as special up to K5 which is classified as very poor. This is the table that shows the competency assessment system of PT. Telkom Indonesia :

TABLE 1.3
EMPLOYEE ACHIEVEMENT ASSESMENT REGIONAL II PT. TELKOM INDONESIA

Score of Performance	Conversion	Information
≥ 110	K1	Special
≥ 103 s/d < 110	K2	Very Good
≥ 96 s/d < 103	K3	Good
≥ 90 s/d < 96	K4	Less
< 90	K5	Very Less

Source: PT. Telkom Indonesia

The competency assessment system for Regional II employees of PT. Telkom Indonesia Jakarta are shows in figure 1.4 below:

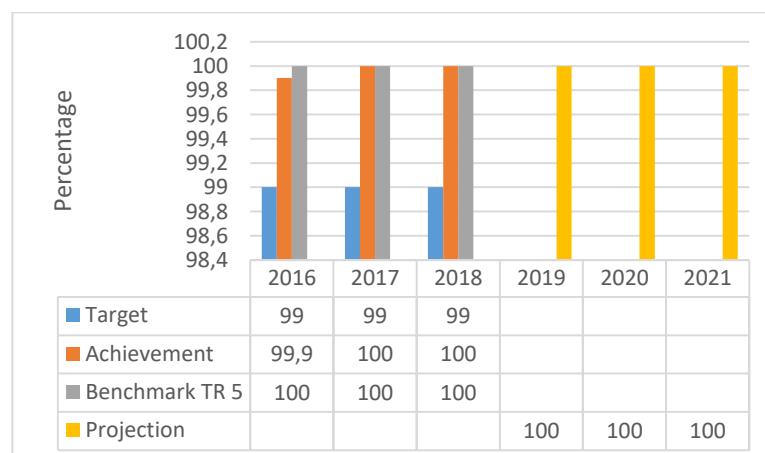|	2016	2017	2018	2019	2020	2021
Target	99	99	99			
Achievement	99,9	100	100			
Benchmark TR 5	100	100	100			
Projection				100	100	100

Figure 1.4 K1-K3 Competency Index Employee of Regional II

Source: HRM Regional II PT. Telkom Indonesia

Based on figure 1.4, it shows that Telkom regional II has managed to maintain the competency of its employees, this is evidenced by 100% of its employees succeeding in obtaining a range of values from K1 to K3. According from the table 1.3, K1 to K3 classified as special until good it means that the employees already doing a good job for increasing their individual performance. In 2016 to 2018 the target obtained was stable, because every year they managed to maintain at 99%. While in the achievement category, there is an increase of 0.1% in 2017 and remained stable at 100% in the next year. If we seen from the assessment system provided by Telkom, employee performance in Regional II is in the good to very good category. Telkom Regional II has a goal for the next three years to maintain employee competency in the range of K1 to K3.

At PT. Telkom Indonesia, researchers conducted a small study using questionnaire to measure employee's performance at that compnay. The questionnaire was distributed to 15 senior employees randomly to several units in PT. Telkom Indonesia. This Pre-Questionnaire contains questions about Employee Performance according to (Robbins in Bintoro, 2017: 107). The pre-questionnaire results conducted by the author before the questionnaire was distributed are:

TABLE 1.4
RESULTS PRE-QUESTIONNAIRE EMPLOYEE PERFORMANCE

No	Dimension	Performance										(%)	Urgency										(%)
		1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10	
1	Target	0	0	0	0	0	0	2	6	3	4	86%	0	0	0	0	0	0	1	6	1	7	89,3%
2	Working on the task	0	0	0	0	0	0	3	4	3	5	86,6%	0	0	0	0	0	0	2	3	1	9	91,3%
3	Commitment	0	0	0	0	0	0	1	4	3	7	90,6%	0	0	0	0	0	0	1	3	4	7	91,3%
Average												87,7%											90,6%

Source: Results of the author's processed data (2019)

From table 1.4 there are two type of question, it's based on the performance and urgency. From the performance, it can be seen that among the three dimensions, the highest percentage is commitment, which is 90.6%. This proves that Regional II employees always try to keep the commitments they made towards the company. It can be seen that 86.6% of Regional II employees always carry out tasks assigned by the company. While the target has the lowest percentage of the three dimensions of

86%, but the employees still agree that they always have reached their target on the company.

Based on the urgency, doing the tasks and commitments in a company has the same percentage that is equal to 91.3%. This proves that working on the tasks and commitments in a company is very important to be done by Regional II employees of PT. Telkom Indonesia. While the target has a percentage of 89.3% and is still in a very good category which means that employees agreed that target is really important to achieve a good reward from company. From that table, it can be seen that the highest of total average is urgency with 90,6%, so it's mean that employees in Regional II thinks that employee's performance is really important.

Nowadays, mostly company use a knowledge sharing to improve their knowledge to become more broader than before. Based on Henttonen, et al (2016), the key goal of knowledge sharing among employees in organization is to transfer knowledge into organizational assets and resources (Dawson, 2001; Henttonen, et al, 2016). Knowledge sharing is important because it enables the spread of knowledge as organizational collective knowledge and helps the company use available resources in an efficient and effective manner (Grant, 1996; Argote and Ingram, 2000; Henttonen, et al, 2016). By doing knowledge sharing among members, it will be easier for them to understand and determine the same vision so as to produce good output for divisions and companies. In addition, knowledge sharing can increase employee performance, they can understand the material or tasks given by their superiors quickly and efficiently. PT. Telkom Indonesia is one the company that implements knowledge sharing activities for its employees. Knowledge sharing with companies can occur if there is an initiative from each unit. The company encourages its employees to carry out knowledge sharing activities. Based on the results of unstructured interviews with Mr Boy and Mrs. Rahmi as wholesale and international marketing managers, knowledge sharing routinely carried out, as follows:

TABLE 1.5
KNOWLEDGE SHARING ACTIVITIES OF REGIONAL II PT. TELKOM
INDONESIA

Activities	Implementation time
Report	Once in a week
Sharing Session	Depends on the need

Source: Manager Wholesale & International Marketing PT. Telkom Indonesia

From table 1.5 above mentioned knowledge activities at PT. Telkom Indonesia is a report and sharing session. From the data, the activities that are routinely carried out are to work on and collect reports, while sharing sessions are conducted according to the needs of the division, so these activities depends on the need of a division in a company. According to one of the employees in Regional Wholesale Service Division II, Mr. Radit, knowledge sharing at their division sometimes happens accidentally. In their division work in teams and in the process of the team there is usually an exchange of knowledge and ideas between employees so that it might help employees in solving problems. Employees in their division have an activities that they always do, the activities is read a books that related to work and then they will present and share the knowledge they have in the book with other employees, and this helps other employees to improve their knowledge.

At PT. Telkom Indonesia, researchers conducted a small study that is through the Pre-Questionnaire. The questionnaire was distributed to 15 employees randomly to several units in PT. Telkom Indonesia. This Pre-Questionnaire contains questions about Knowledge Sharing behavior taken from Hooft & Ridder's theory in Raharso (2016:103), namely knowledge donating and knowledge collecting. The following are the results of the pre-questionnaire conducted by 15 employees before distributing the questionnaire are:

TABLE 1.6
RESULTS PRE-QUESTIONNAIRE OF KNOWLEDGE SHARING

No	Dimension	Performance										(%)	Urgency										(%)
		1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10	
1	Activities of Transfer Knowledge	0	0	0	0	0	0	2	1	4	8	92%	0	0	0	0	0	0	2	3	1	9	92,6%
2	Individual Knowledge	0	0	0	0	0	0	2	3	4	6	89,3%	0	0	0	0	0	0	1	3	2	9	92,6%
3	Learning something through training	0	0	0	0	0	0	1	3	5	7	97,3%	0	0	0	0	0	0	2	1	4	8	92%
Average												92,8%											92%

Source: Results of the author's processed data (2019)

Based on table 1.6, from the performance category it can be seen that the training has the largest percentage of 97.3%. This shows that Regional II employees feel that attending a training that provided by the company can increase the knowledge they have. Sharing knowledge has a percentage of 92%, its mean that the knowledge sharing activity become a daily routine in the company. While knowledge has a percentage of 89.3% and is still included in the excellent category. This shows that Regional II employees feel helped by the knowledge they have.

From the urgency, it can be seen that 92.6% of Regional II employees feel that sharing new knowledge and knowledge is very important in conducting knowledge sharing. Whereas training had a percentage of 92% and Regional II employees felt that taking part in the training is important to increasing their knowledge. From that table, it can be seen that the highest of total average is performance with 92,8%, so it's mean that employees in Regional II already doing some knowledege sharing in their departement.

One of the things that must be owned by employees in a company is a team that has good morale so that it can make the company's productivity increase. A team must have good teamwork to be able to achieve the same vision with each other. From the research that was done by Sanyal & Hisam (2019), teamwork has the ability to enable the members of the team to have a higher level of emotional security, self-confidence and the ability to plan and decide with others positively. Also, it helps in creating a

healthy work environment with workable agendas, creative activities, positive strategies and values. On the other hand, the absence of teamwork's concepts and strategies can lead to occupational failure, disappointment, low morale and poor productivity which threatens the entity of the organization. Telkom is one company that considers that teamwork is important, by having good teamwork, it can create better output for the company. The success of any organization or institution requires the positive force of teamwork because it helps the employees to empower and develop themselves and their potentials, as well as learning the proper strategies to achieve the required tasks efficiently.

Based on the unstructured interview conducted by the author to Mr. Boy as one of the managers of the Wholesale International & Service unit, said that the teamwork in Regional II was classified as very good. All units have ongoing tasks and make collaboration is a must or something that is done is interconnected with one another. Teamwork in a unit in Regional II is something that must be maintained. In this study, researchers conducted a small study that is through the Pre-Questionnaire. From that unstructured interview, the author choose to distributed a questionere to 15 employees randomly to several units in Regional II PT. Telkom Indonesia. This Pre-Questionnaire contains questions about Teamwork behavior taken from Loughry, et al in Amir (2017:115). The following are the results of the pre-questionnaire conducted by 15 employees before distributing the questionnaire are:

TABLE 1.7
RESULTS PRE-QUESTIONNAIRE OF TEAMWORK

No	Dimension	Performance										(%)	Urgency										(%)
		1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10	
1	Communication	0	0	0	0	0	0	4	2	5	4	86%	0	0	0	0	0	0	1	2	5	7	92%
2	Cooperation between employees	0	0	0	0	0	0	3	3	6	3	86%	0	0	0	0	0	0	1	2	5	7	92%
3	Problem Solving	0	0	0	0	0	0	4	2	6	3	85,3%	0	0	0	0	0	0	1	2	4	8	92,6%
Average												85,7%											92,2%

Source: Results of the author's processed data (2019)

From table 1.7, from the urgency category it can be seen that communication and cooperation in teamwork has a percentage of 86% and belongs to a very high category.

This proves that Regional II employees agree to always maintain the communication and cooperation that exists in a teamwork. It can be seen that 85.3% of Regional II employees agree that they always solve problems in the form of teamwork.

Based on the urgency, it can be seen that problem solving in teamwork is very important, this is evidenced by the percentage that reaches 92.6% and belongs to the high category. This shows that Regional II employees feel the problem solving must be done quickly and its very important. Communication and cooperation have the same percentage of 92% and are still included in a high category and are no less important than problem solving. From that table, it can be seen that the highest of total average is urgency with 92,2%, so it's mean that employees in Regional II thinks that teamwork in their departement is important.

According to research conducted in journal by Jamshed, et al (2018) in the team, peer interaction encourages knowledge sharing, moreover it increases team and individual performance. This lesson tries to explore how knowledge sharing impacts the performance of teams working in organizations. Knowledge Sharing can improve the provision of quality services and innovation capabilities in Telkom, so they can promote the highest quality products to Telkom customers. Wu et al., in journal of Chalifa & Nugrohoseno (2014) stated the team is a basic unit for transferring and preserving knowledge in many organizations, because the stage in knowledge transfer is about giving and receiving. According to Budihardjo (2017: 109) in a team there are general competencies possessed by team members including communicating, cooperating, coordinating, and managing conflict. When working in teams, each team member may have different levels of knowledge so that when a team is communicating or coordinating they will express their opinions or knowledge to others who may not know about it. This indirectly makes a person's knowledge will increase and they have carried out activities to share knowledge in a team. In this case make the author uses teamwork as a moderator between knowledge sharing and employees performance.

Based on the background that has been described, in this research author have a purpose to analyze "The Effect Of Knowledge Sharing Toward Employee Performance With Teamwork As The Moderator At Pt. Telkom Indonesia Division Of Regional II Jabodetabek".

1.3 Problem Statement

Based on this background, the problem statements in this paper are:

a. How is the employee performance in PT. Telkom Indonesia ?
b. How is the knowledge sharing in PT. Telkom Indonesia ?
c. How is the teamwork in PT. Telkom Indonesia ?
d. Does knowledge sharing have a significantly impact on employees performance in the PT. Telkom Indonesia ?
e. Does Teamwork moderates significantly between Knowledge Sharing and Employees Performance ?

1.4 Purpose

From the problem statements can be concluded the purpose of this paper, are:

a. To know and analyze the employee performance in PT. Telkom Indonesia.
b. To know and analyze knowledge sharing in PT. Telkom Indonesia.
c. To know and analyze teamwork in PT. Telkom Indonesia.
d. To know and analyze relationship of Knowledge Sharing and Employees performance.
e. To know and analyze whether the teamwork moderates significantly relationship between Knowledge Sharing and Employee Performance.

1.5 Benefit

In conducting this research, there is a purpose that the author wants to convey to the readers. The benefit of research is the impact of achieving its goals. If in research, the goal can be achieved and the formulation of the problem can be solved precisely and accurately. The benefits of writing this paper are as follows :

a. **For writers**

    To apply the theories and knowledge gained in the lecture to the actual problems that occur in a company, especially regarding the sharing knowledge and teamwork that implemented in company.

b. **For companies**

    The result of this study are expected to be an input for the company, especially as consideration in making decisions related to the company's short term or long term goals. In addition, this research can make companies continue to

increase knowledge sharing activities so as to strengthen teamwork and make the performance of every employee in the company PT. Telkom increased.

c. **For other parties**

This research is expected to be a reference material as well as specifically for those interested in human resource management and interested in knowledge sharing that applies to a company.

1.6 Research Time and Period

This research was conducted at PT. Telkom Regional II Jabodetabek for 6 months starting from september 2019 until february 2020.

1.7 Writing System

The writing steps contained in this research report are as follows:

a. **CHAPTER I INTRODUCTION**

This chapter contains the background of the problem, which is the research reference and research basis. There is a research objective, which is the focus of research orientation, the expected achievement of the entire research process. there is a limitation of the problem, so that the research carried out does not deviate from the expected goal. As well as the last in this chapter is the systematic writing, which contains a brief description of the process of writing this research report.

b. **CHAPTER II THEORETICAL FRAMEWORK**

This chapter contains about the theories related to the discussion of research that is the basis of thinking and the basis for the preparation of research. These theories are obtained from reference books and other sources of information related to the study discussion. The theory discussed in this study is about Knowledge Sharing, Teamwork and Employees Performance.

c. **CHAPTER III RESEARCH METHODS**

This chapter contains a collection of information needed in processing data to get results according to the research objectives. The previously collected data processing was carried out with several processing methods to achieve the expected results in accordance with the research objectives.

d. CHAPTER IV RESEARCH RESULT & DISCUSSION

This chapter contains an analysis of the result observations, collection, and processing of data to the results achieved during the research and making this research report.

e. CHAPTER V CONCLUSIONS & SUGGESTIONS

This chapter contains of conclusions from the main topics that are accompanied by suggestions that related parties as objects research to correct existing deficiencies and for future development.