

From Knowledge Exchange to Business Performance: Evidence of Mentoring as a Mediating Mechanism among MSMEs

Junaidi¹, Suhendri², Zulham³

^{1,2,3} Institut Teknologi Sawit Indonesia

Abstract

This study examines the effect of knowledge sharing on the performance of Micro, Small, and Medium Enterprises (MSMEs) with a mentoring program as a mediating variable among fostered partners of PT Perkebunan Nusantara III. A quantitative approach was employed using a survey method through structured questionnaires. The population consisted of all MSMEs supported by PT Perkebunan Nusantara III, with 96 business actors selected using purposive sampling based on established development criteria. Data were analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) to evaluate the relationships among variables simultaneously. The results indicate that knowledge sharing has a positive and significant effect on MSME performance. Furthermore, the mentoring program significantly strengthens the influence of knowledge sharing on business performance. This finding suggests that knowledge sharing becomes more effective when supported by mentoring that is relevant, continuous, and aligned with organizational needs. The study provides practical implications for partnership program managers to develop mentoring as a strategic mechanism to improve knowledge transfer and enhance MSME performance.

Keywords: knowledge sharing; mentoring program; MSME performance; SEM-PLS; fostered partners of PT Perkebunan Nusantara III

Copyright (c) 2026 Junaidi

¹ Corresponding author :

Email Address : junaidisp87@gmail.com



INTRODUCTION

One of the primary signs of successful inclusive and sustainable economic development is how well Micro, Small, and Medium Enterprises (MSMEs) do (Wakhyuni et al., 2024). In Indonesia, MSMEs have significantly contributed to workforce integration, bolstering the local economy, and enhancing community welfare (Razaq et al., 2024). But the rise in the number of MSMEs has not been entirely matched by an improvement in business performance (Fadli, 2021). There are still problems that make it hard for MSMEs to keep doing well, such as low productivity, low innovation, and weak competitiveness. As a result, improving business performance is still a strategic goal (Lubis et al., 2023).

Also, many groups have started mentorship programs as a way to help MSMEs do better in business (Harianto, Febrina, et al., 2025). The mentoring program aims to offer

assistance in operating approaches, enhance managerial skills, cultivate entrepreneurial competencies, and broaden company networks (Tambunan et al., 2024). MSMEs are intended to learn useful things and find solutions that work for the business difficulties they confront through mentorship. This should help them do better in business (Harianto, Azman, et al., 2025).

But mentorship initiatives don't always work to improve MSMEs' performance (Harianto, Fali, et al., 2025). General mentoring programs that don't take into account the unique demands of business people tend to have little effect (Hou et al., 2024). This shows that the quality of the learning process and the interactions between the mentor and business actors have a big impact on how well mentoring works (Nurbayan et al., 2025). So, mentorship programs may be seen of as a way to demonstrate how different supporting variables can be turned into meaningful improvements in the performance of MSMEs (Nurhidayah et al., 2025).

Sharing expertise is a key part of making a mentorship program work (Khairani et al., 2025). Knowledge sharing is when people or groups in a business ecosystem share knowledge with each other, both directly and indirectly (Hou et al., 2025). Also, sharing knowledge helps people in business learn new things about managing a firm, marketing, managing money, coming up with new products, and using technology in everyday business tasks (Sarfo et al., 2025).

Numerous prior research have shown that sharing information has a positive effect on the functioning of organizations and businesses (Hermanto & Nurmayanti, 2022). Nonetheless, the majority of studies continue to regard information sharing as a factor that directly impacts performance, without delineating the processes or mechanisms that connect this link. However, acquired or shared knowledge does not invariably lead to enhanced performance unless it is supported by an organized and sustained system or program.

Moreover, empirical research that combines knowledge exchange and mentorship programs into a unified research framework remains scarce, especially with MSMEs collaborating with state-owned companies. Most prior research has predominantly analyzed the roles of information sharing and mentoring in isolation, so neglecting to offer a comprehensive understanding of mentoring as a mediating variable. Moreover, scholarly study focusing on PT Perkebunan Nusantara III's partner organizations, especially MSMEs recognized for their outstanding economic development, remains scarce in the academic literature.

This study seeks to examine the impact of knowledge sharing on MSME performance through a mentoring program for the partner organizations of PT Perkebunan Nusantara III, addressing an identified research need. This study aims to offer theoretical contributions to the formulation of a model for enhancing MSME performance through knowledge sharing and mentoring, while also delivering practical implications for PT Perkebunan Nusantara III and pertinent stakeholders in the creation of more effective, adaptable, and sustainability-focused mentoring programs.

RESEARCH DESIGN AND METHODOLOGY

This research utilized a quantitative methodology using an explanatory research design aimed at examining causal correlations among variables. The main goal was to look at how sharing information affects the performance of MSMEs, employing a mentorship program as a middleman. The research focused on Micro, Small, and Medium Enterprises (MSMEs) that are collaborators with PTPN III Nusantara and are actively engaged in the business mentorship program. This method was chosen to get a lot of real-world data on how sharing information might help MSMEs do better.

The study population consisted of all MSME partners affiliated with PTPN III Nusantara. The sample was selected through purposive sampling, based on certain criteria: business individuals identified as effective in business development according to the evaluation outcomes of the mentorship program. Based on these criteria, 96 people were chosen to take part in the study. This sample size was considered adequate for the implementation of the Structural Equation Modeling–Partial Least Squares (SEM-PLS) method, which does not necessitate a large sample size and is appropriate for research employing a mediation model.

A standardized questionnaire with a five-level Likert scale was used to collect the research data. The study tool was developed to measure three important things: MSME performance, mentoring programs, and knowledge exchange. The knowledge sharing variable was operationalized through explicit and implicit knowledge sharing indicators, while the mentoring program was evaluated based on the mentor's quality, the materials' appropriateness, the interaction's intensity, and the mentoring methods employed. We used measures that looked at the financial, operational, innovation, and marketing aspects of MSME performance, and we made sure they were relevant to the kind of firms that the respondents owned.

Using SmartPLS software, Structural Equation Modeling–Partial Least Squares (SEM-PLS) was used to analyze the data. The analysis process involved checking the measurement model for construct validity and reliability, as well as checking the structural model to see how variables affect each other directly and indirectly. We used the bootstrapping technique to assess the indirect effect and find the significance of the correlations investigated by looking at the path coefficient, t-statistic, and p-value. This showed the mentoring program's mediating role.

RESULTS AND DISCUSSION

Research Results

Respondent Characteristics

Table 1. Respondent Profile

Characteristics	Category	Amount	Percentage
Type of business	Production	41	42.7%
	Trading	32	33.3%
	Service	23	24.0%
Length of Business	< 3 years	21	21.9%
	3–5 years	39	40.6%
	> 5 years	36	37.5%
Total		96	100%

Most of the MSMEs investigated were in the production sector, with 41 firms (42.7%) saying that processing and value-added product creation were the most common activity among the partners. The trade sector came in second with 32 enterprises, or 33.3%. This shows how crucial distribution and sales are for keeping businesses going. On the other hand, the service sector had 23 enterprises, or 24.0%, which is a lesser number than the other two sectors. Most of the people who answered said they had been running their firms for 3 to 5 years. This means that most MSMEs were still in the development and consolidation period. Also, 36 of the respondents (37.5%) said they had been in business for more than five years, which shows that the enterprises were fairly stable. At the same time, 21 enterprises (21.9%) had been in operation for less than three years, showing that there were still businesses that were just starting to grow.

Measurement Model Evaluation (Outer Model)

Table 2. Outer Model Results

Variable	Code	Indicator	Outer Loading
Knowledge Sharing (X)	KS1	Sharing business experiences between MSMEs actors	0.781
	KS2	Sharing managerial knowledge	0.804
	KS3	Sharing marketing information	0.792
	KS4	Sharing financial knowledge	0.815
	KS5	Sharing product innovation ideas	0.836
	KS6	Sharing knowledge through mentors	0.823
	KS7	Sharing knowledge through digital media	0.769
	KS8	Willingness to help fellow business actors	0.808
Mentoring Program (Z)	PP1	Competence of business assistants	0.821
	PP2	Relevance of mentoring material	0.843
	PP3	Intensity of mentoring	0.798
	PP4	Easy to understand mentoring method	0.814
	PP5	Ease of consultation with a companion	0.829
	PP6	Mentoring according to business needs	0.847
	PP7	Sustainability of the mentoring program	0.806
Performance of MSMEs (Y)	PM1	Increase business turnover	0.812
	PM2	Operating profit growth	0.834
	PM3	Operational cost efficiency	0.798

PM4	Increase in the number of customers	0.821
PM5	Expanding market reach	0.843
PM6	Product innovation	0.829
PM7	Product quality improvement	0.836
PM8	Competitive ability	0.848
PM9	Business sustainability	0.854
PM10	Adaptation to market changes	0.826
PM11	Improving business professionalism	0.817

Table 2 above shows that all of the indicators in the Knowledge Sharing, Mentoring Program, and MSME Performance variables have outer loading values that are higher than the minimal requirement of 0.70. This means that each indication can accurately represent the construct being measured. All indicators are appropriate for the structural model analysis (inner model) in the next step since they meet the convergent validity criteria.

Table 3. Validity and Reliability Test Results

Variable	Cronbach's Alpha	Composite Reliability	AVE
Knowledge Sharing	0,873	0,903	0,651
Mentoring Program	0,881	0,912	0,676
Performance of MSMEs	0,865	0,901	0,642

According to Table 3, the results for Cronbach's Alpha and Composite Reliability are both over the minimum of 0.70. This means that the research tool is quite reliable. The discriminant validity test also demonstrates that each construct has the strongest relationship with its own indicator compared to other constructs.

Structural Model Evaluation (Inner Model)

Table 4. R-Square Value

Variable Endogen	R ²
Mentoring Program	0,482
Performance of MSMEs	0,611

Table 4 shows that knowledge sharing can explain 48.2% of the differences in the Mentoring Program, and that knowledge sharing and the Mentoring Program together can explain 61.1% of the differences in MSMEs' performance. This is a strong explanatory model.

Table 5. Hypothesis Test Results

Relationship between variables	Path Coefficient (β)	t-statistic	p-value	Information
--------------------------------	------------------------------	-------------	---------	-------------

Knowledge Sharing → Performance of MSMEs	0.321	3,214	0.001	Significant
Knowledge Sharing → Mentoring Program	0.694	8,736	0,000	Significant
Mentoring Program → Performance of MSMEs	0.447	4,892	0,000	Significant
Knowledge Sharing → Mentoring Program → Performance of MSMEs	0.310	4,115	0,000	Significant

The Impact of Knowledge Sharing on Mentoring Programs

The analysis results indicate that knowledge sharing exerts a positive and significant influence on the efficacy of the Mentoring Program, evidenced by a path coefficient value of $\beta = 0.694$, a t-statistic of 8.736, and a p-value of 0.000. The results of this study align with those of several prior investigations that underscore the significance of information sharing in facilitating the success of the MSME Mentoring Program (Al-zoubi & Twaissi, 2025). The degree of information sharing has a crucial role in enhancing the quality of mentorship (Okada et al., 2025). Moreover, sharing information makes mentorship more effective by helping business people become better managers (Kim et al., 2025). A systematic knowledge exchange strategy can enhance the quality of the connection between mentors and business partners (Bhuyan et al., 2025). Mentoring based on sharing knowledge speeds up the use of more flexible company processes (Rossignoli et al., 2024). The quality of interactions and the long-term transfer of knowledge also have a big impact on how well the MSME partnership program works (López & Yepes, 2024).

From a managerial standpoint, the findings of this study suggest that PTPN III Nusantara must enhance its Mentoring Program design as a strategic knowledge-sharing platform. Mentors are expected to do more than just supervise; they should also help their mentees learn and be able to meet the specific needs of their mentees' enterprises. Training mentors in skills that are relevant to the business sector is an important step in making sure that knowledge is passed on effectively. Also, using digital channels to share knowledge can help mentorship reach more people and spread best practices among MSMEs more quickly, which will make the mentorship Program have a longer-lasting effect.

The Influence of Knowledge Sharing on the Performance of MSMEs

The structural model estimate findings demonstrate that information sharing exerts a positive and significant impact on MSME performance, evidenced by a path coefficient value of $\beta = 0.321$, a t-statistic of 3.214, and a p-value of 0.001. The results of this study corroborate numerous prior empirical investigations that highlight the significant significance of information sharing in enhancing corporate success (Mirsyah et al., 2025). Sharing knowledge helps organizations do better by making innovation and learning from within stronger (Suseno, 2024). Knowledge sharing helps MSMEs do better by making their operations more efficient and their decisions better (Rahmawati et al., 2025). The process of exchanging knowledge speeds up group learning and helps small businesses do better (Soomro, 2026). Sustainable ways of sharing information can make MSMEs in underdeveloped nations more competitive and better at what they do (Jungst, 2021). Collaboration based on knowledge is a critical factor in making MSMEs work better (Nasib et al., 2024).

The practical implications of this study reveal that a knowledge exchange mechanism encompassing explicit knowledge such as technical, managerial, and marketing dimensions as well as tacit knowledge derived from the experiences and intuitions of business

practitioners, significantly enhances operational efficiency, fosters innovation, and refines the marketing strategies of MSMEs supported by PT. Perkebunan Nusantara III. From an implementation standpoint, the findings of this study underscore the significance of the development and partnership program managers at PTPN III in establishing a systematic and enduring knowledge-sharing environment by enhancing collaborative forums, providing training aligned with actual business requirements, and optimizing digital platforms as vehicles for knowledge exchange. We hope that this organized approach will help MSMEs do better in a way that is both long-lasting and more effective.

The Influence of Mentoring Programs on the Performance of MSMEs

Hasil pengujian empiris menunjukkan bahwa Mentoring Program memberikan pengaruh positif dan signifikan terhadap kinerja MSMEs, sebagaimana tercermin dari nilai koefisien jalur $\beta = 0,447$ dengan t-statistic sebesar 4,892 serta p-value sebesar 0,000. Temuan penelitian ini konsisten dengan hasil berbagai studi sebelumnya yang menegaskan pentingnya pendampingan dalam meningkatkan kinerja UMKM (Widyastuti et al., 2025). Pendampingan yang intensif berkontribusi terhadap peningkatan kapabilitas manajerial dan kinerja usaha kecil (Khairani et al., 2025). Selanjutnya kualitas hubungan pendampingan berpengaruh signifikan terhadap keberlanjutan dan kinerja usaha (Azizan, 2025). Pendampingan yang disesuaikan dengan kebutuhan usaha mampu meningkatkan produktivitas dan inovasi UMKM (Widiati & Saragih, 2025). Pendampingan berkelanjutan memperkuat daya saing UMKM melalui peningkatan kemampuan adaptasi terhadap dinamika pasar (Soni & Sethi, 2024). Pendampingan strategis berperan penting dalam mendorong peningkatan kinerja UMKM di negara berkembang (Aliah et al., 2025).

The empirical test results demonstrate that the Mentoring Program exerts a positive and significant impact on the performance of MSMEs, evidenced by a path coefficient value of $\beta = 0.447$, a t-statistic of 4.892, and a p-value of 0.000. The results of this study align with those of other prior investigations that underscore the significance of mentoring in enhancing the performance of MSMEs (Widyastuti et al., 2025). Intensive mentorship enhances managerial competencies and boosts small business performance (Khairani et al., 2025). Also, the quality of the mentoring connection has a big effect on how well a firm does and how long it lasts (Azizan, 2025). Mentoring that meets the needs of a firm can help MSMEs be more productive and creative (Widiati & Saragih, 2025). Ongoing mentorship makes MSMEs more competitive by helping them adjust to changes in the market (Soni & Sethi, 2024). Strategic mentoring is a big part of helping MSMEs in underdeveloped nations do better (Aliah et al., 2025).

From a managerial standpoint, the findings of this study validate that the Mentoring Program for PT. Perkebunan Nusantara III necessitates a more substantive management of partner needs, aimed at enhancing business capabilities rather than merely addressing administrative requirements. To make mentoring work, the mentor needs to be more competent, the materials need to be focused on the real needs of the fostered partners, and digital technology needs to be used as a way to learn and keep an eye on business. A organized, flexible, and long-lasting strategy makes it possible for people to learn together, give each other helpful feedback, and solve business problems in a focused way. This leads to the best and most long-lasting improvements in the performance of PTPN III's supported MSME partners.

The Influence of Knowledge Sharing on the Performance of MSMEs through Mentoring Programs

The empirical test results indicate that the Mentoring Program exerts a positive and significant impact on the performance of MSMEs, evidenced by a path coefficient value of $\beta = 0.447$, a t-statistic of 4.892, and a p-value of 0.000. The results of this study align with those

of other prior investigations that underscore the significance of mentoring in enhancing the performance of MSMEs (Mbowe, 2024). Intensive mentorship enhances managerial competencies and the performance of small enterprises (Wahyu et al., 2024). The quality of the mentoring relationship has a big effect on how well a firm does and how long it lasts (Soegiarto et al., 2024). Mentoring that is specific to the needs of a firm might help MSMEs be more productive and come up with new ideas (Djatnika & Kaltum, 2024). Ongoing mentorship makes MSMEs more competitive by helping them adjust to changes in the market (Djohan et al., 2025). Strategic mentorship is a key way to help MSMEs in developing nations do better at what they do (Satrianny et al., 2025).

The Mentoring Program for PT. Perkebunan Nusantara III mentored partners is effective because it encourages continuous learning through intensive guidance, constructive feedback, and collaborative problem solving in business. From a management point of view, the results of this study show how important it is for PTPN III partnership program managers to make sure that mentoring doesn't just focus on administrative tasks, but also on actually helping mentored partners improve their business skills. Some ways to improve mentoring are to make mentors more skilled, create mentoring materials that meet the real needs of business people, and use digital technology as a way to mentor. A planned and long-lasting methodology should be able to help the mentored partners of PTPN III's MSMEs do their best and keep doing their best.

CONCLUSION

This study finds that sharing information is an important aspect of making the Mentoring Program better and helping MSMEs that work with PT. Perkebunan Nusantara III do better. It has been established that sharing knowledge has a direct and indirect good and significant effect on MSME performance, with the Mentoring Program acting as a middleman. A good Mentoring Program makes it easier to use both explicit and tacit information, which leads to learning, innovation, and long-term improvements in corporate performance.

Based on what we learned, PTPN III Nusantara should make its Mentoring Program design stronger by focusing on sharing expertise. Mentors should be seen as business coaches and learning facilitators who are willing to help their partners with their individual needs. To make the Mentoring Program more effective and long-lasting, it is important to improve the skills of mentors through continual training, provide mentoring materials based on real company needs, and make digital platforms better for sharing knowledge and keeping an eye on business.

This study is constrained by its narrow participant scope, primarily focusing on MSMEs partnered with PTPN III Nusantara that are deemed effective in business development, hence restricting the generalizability of the findings. Additionally, a quantitative methodology predicated on perceptual data fails to comprehensively elucidate the intricacies of the information sharing and mentoring process. Consequently, additional research is advised to broaden the focus to non-mentored MSMEs or other SOE partners, employ a mixed methods approach, and enhance the research model by integrating supplementary variables such as digital literacy, trust, and entrepreneurial orientation to achieve a more thorough comprehension of MSME performance enhancement.

References :

- Al-Zoubi, M. O., & Twaissi, N. M. (2025). Exploring the relationship among structured on-the-job training, mentoring, job rotation, work environment factors and tacit knowledge transfer. *VINE Journal of Information and Knowledge Management Systems*, 55(1), 240-267. <https://doi.org/10.1108/VJIKMS-06-2022-0199>

- Aliah, N., Rizkina, M., Susilawaty, T. E., & Nasution, N. (2025). Audit and coaching finance: The role of auditors as MSME consultant. *Journal Intelektual*, 4(1), 29–34.
- Azizan, O. (2025). The effect of business coaching on the performance of small medium enterprises in Malaysia: Moderating role of competitive advantage. *Cogent Business & Management*, 12(1), 1–18. <https://doi.org/10.1080/23311975.2025.2469769>
- Bhuyan, S., Yadav, S., Verma, A., Bhati, S., Anand, A., & Bhalla, S. (2025). Enhancing cancer care through a knowledge-sharing model: A systematic review of Project ECHO programmes in India. *BMC Cancer*, 1(1), 1–19. <https://doi.org/10.1186/s12885-025-13553-x>
- Djatnika, S., & Kaltum, U. (2024). Transformational leadership and knowledge transfer enhance MSME employees' performance. *Asian Journal of Management Entrepreneurship and Social Science*, 4(2), 1337–1351.
- Djohan, D., Budiman, I., Nasib, Razaq, M. R., & Fathoni, M. (2025). Fintech, digital branding, and customer engagement to enhance Gayo Arabica coffee SMEs' performance. *Jurnal Ilmiah Manajemen Kesatuan*, 13(5), 3349–3360. <https://doi.org/10.37641/jimkes.v13i5.3540>
- Fadli, A. (2021). Efforts to maximize the performance of SMEs and partnerships through experience and business capital. *Budapest International Research and Critics Institute Journal*, 5(2), 8605–8615. <https://doi.org/10.33258/birci.v5i2.4641>
- Hariato, A., Azman, N. S., Fadila, Z., & Ayuni, T. W. (2025). Enhancing financial decision-making in SMEs: The role of accounting systems and human resource competence. *Journal of Business Integration and Competitive*, 2(1), 1–7. <https://doi.org/10.64276/jobic.v2i1.25>
- Hariato, A., Fali, I. M., Rivai, A., Ayuni, T. W., & Khairani, R. (2025). Behavioral and knowledge-based determinants of tax compliance: A study on SMEs in North Medan, Indonesia. *Journal of Finance Integration and Business Independence*, 1(2), 1–7. <https://doi.org/10.64276/jofibi.v1i2.36>
- Hariato, A., Febrina, D., Nasib, Amelia, R., & Fathoni, M. (2025). Exploring the mediating role of fintech adoption in reducing perceived risks and promoting SME sustainability. *International Journal of Economics and Management Research*, 4(3), 242–253. <https://doi.org/10.55606/ijemr.v4i1.541>
- Hermanto, N., & Nurmayanti, S. (2022). The effect of transformational leadership on innovative work behavior with knowledge sharing as a mediation variable. *International Journal of Multicultural and Multireligious Understanding*, 9(6), 376–387. <https://doi.org/10.18415/ijmmu.v9i6.3836>
- Hou, A., Djohan, D., & Hastuty, W. (2024). The influence of business networks and perception of product quality on the competitive advantage of SME products in Langkat. *Journal of Finance Integration and Business Independence*, 1(1), 1–8.
- Hou, A., Fali, I. M., Razaq, M. R., Hoki, L., & Pebri, P. (2025). Digital knowledge and financial resilience as determinants of financial behavior: Evidence from Indonesia. *Journal of Business Integration and Competitive*, 2(1), 40–49. <https://doi.org/10.64276/jobic.v2i1.29>
- Jungst, H. Z. L. M. U. M. (2021). Knowledge management practices and innovation: A deliberate innovation management model for SMEs. *Journal of Small Business Management*, 00(00), 1–34. <https://doi.org/10.1080/00472778.2021.1888383>
- Khairani, R., Tantri, O., & Putri, S. (2025). The contribution of e-commerce and financial management to enhancing MSME performance in Indonesia. *Journal of Business Integration and Competitive*, 2(1), 50–62. <https://doi.org/10.64276/jobic.v2i1.30>
- Kim, J., Prempeh, A. A., Addai, E. K., & Wargo, E. (2025). The effect of knowledge sharing on innovative work behaviour at higher education institutions. *Higher Education Quarterly*, 1(1), 1–15. <https://doi.org/10.1111/hequ.12574>

- López, S., & Yepes, V. (2024). Visualizing the future of knowledge sharing in SMEs in the construction industry: A VOSviewer analysis of emerging trends and best practices. *Advances in Civil Engineering*, 1–15. <https://doi.org/10.1155/2024/6657677>
- Lubis, Z., Junaidi, Effendi, I., Nasib, & Fadli, A. (2023). The model for determining the success of the partnership program in improving the performance of SMEs fostered partners PT Perkebunan Nusantara III. *Quality - Access to Success*, 24(192), 35–43. <https://doi.org/10.47750/QAS/24.192.05>
- Mbowe, W. J. (2024). Entrepreneurship mentoring programme and market performance: Evidence from SIDO supported micro and small enterprises in Arusha, Tanzania. *Journal of Research Innovation and Implications in Education*, 8(1), 69–79.
- Mirsya, S., Nasution, A., Daulay, R., & Purnama, N. I. (2025). Knowledge sharing and absorptive capacity in improving the innovation performance of MSMEs handicrafts in Indonesia. *Problems and Perspectives in Management*, 23(2), 1–15. [https://doi.org/10.21511/ppm.23\(2\).2025.25](https://doi.org/10.21511/ppm.23(2).2025.25)
- Nasib et al. (2024). *Mengenal bisnis 5.0*. PT Pena Persada Kerta Utama.
- Okada, Y., Inoue, Y., Takahashi, Y., & Shirai, K. (2025). Knowledge sharing among coaches: Expert power and social cognitive theory perspectives. *European Sport Management Quarterly*. <https://doi.org/10.1080/16184742.2023.2299253>
- Rossignoli, F., Lionzo, A., Henschel, T., & Boers, B. (2024). Knowledge sharing in family SMEs: The role of communities of practice. *Journal of Family Business Management*, 14(2), 310–331. <https://doi.org/10.1108/JFBM-03-2023-0038>
- Sarfo, P. A., Zhang, J., Wauk, G., & Nyantakyi, G. (2025). Exploring the mediation role of innovation in the nexus between knowledge sharing and firm performance. *Journal of Business & Industrial Marketing*. <https://doi.org/10.1108/JBIM-07-2023-0409>
- Soomro, R. B. (2026). Impact of entrepreneurial knowledge, skills, and competencies on MSME performance: Evidence from a developing country. *Asia Pacific Journal of Innovation and Entrepreneurship*, 19(1), 1–31. <https://doi.org/10.1108/APJIE-04-2023-0071>
- Tambunan, D., Hou, A., Nasib, Hs, W. H., & Pasaribu, D. (2024). The role of financial literacy and self-motivation in fostering entrepreneurial interest and self-efficacy among university students. *Journal of Logistics, Informatics and Service Science*, 11(1), 136–145. <https://doi.org/10.33168/JLISS.2024.0109>
- Wakhyuni, E., Rahayu, S., & Novirsari, E. (2024). Fostering SME sustainability through green work engagement: Evidence from Indonesian coffee producers. *Journal of Logistics, Informatics and Service Science*, 11(12), 131–154. <https://doi.org/10.33168/JLISS.2024.1207>