

## The Effect of Knowledge Management and Organizational Culture on Employee Performance at PT SBC Berkah Bersama

Dini Nur Khumairoh<sup>1</sup>, Mei Retno Adiwaty<sup>2\*</sup>

<sup>1,2\*</sup> Faculty of Economics and Business, Universitas Pembangunan Nasional “Veteran” Jawa Timur, Indonesia

Corresponding Author: [adiwaty66@gmail.com](mailto:adiwaty66@gmail.com)<sup>2\*)</sup>

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**Abstract:** The retail industry has rapidly developed in recent years. This shift is caused by increasingly intense competition, and in order to compete with rivals and maintain their position, retail companies must have the ability to adapt to changing times. This research aims to explore the implications of knowledge management and organizational culture on the performance of employees at PT SBC Berkah Bersama. Using a quantitative method with Partial Least Square data analysis technique. The sampling technique used the probability sampling method with simple random sampling technique involving 95 employees as respondents. The findings of the research show that knowledge management has a positive effect on employee performance and organizational culture has a positive effect on employee performance. This research shows that knowledge management and organizational culture are crucial factors to improve employee performance. This research also contributes to the understanding of how knowledge management and organizational culture influence employee performance especially for retail companies.

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## Introduction

In recent years, Indonesia's retail industry, especially those selling household furniture and electronic products, has grown rapidly. This shift is due to the increasingly fierce competition and rapid technological advancements. This is certainly caused by the increasingly digital consumption patterns of society, increased purchasing power and the growth of e-commerce. In order to compete with competitors and maintain their position, retail companies must have the ability to adapt to changing times and make the right strategies and policies to overcome these globalization conditions, especially in terms of human resource development.

According to Mangkunegara, performance is the value or weight of the tasks performed by an employee in the company (Azhad and Anggraeni 2022). In other words, the performance of individual employee members is to measure as the employee performs his duties or for his job. Better and quality performance will affect the achievement of the organization or company, so that the organization or company can achieve its predetermined goals. Meanwhile, performance is the result or output of employee work as measured by aspects of cooperation, work period, quality, and quantity, to achieve the goals set by the company. From these two statements it can be concluded that good employee quality will affect or improve employee performance which ultimately has a positive impact on the company (Akpa, Asikhia, and Nneji 2021).

Particularly among the factors which may improve employee performance is knowledge management. According to (Prasetyo and Sukarno 2024) *knowledge management* can be defined as a process in which an organization manages independence seen from an intellectual (thinking) perspective or knowledge-based assets, which are something of value without physical dimensions attached to an individual or employee. The correlation between knowledge management and employee performance has been proven by study findings by (Damayanti Muli and Sukarno 2023) and (Pelealu 2022) that knowledge management has a positive and significant effect on employee performance. This implies that good knowledge management can encourage increased employee performance and obtain optimal output for the company's effectiveness at achieving its targets.

Additionally, there are other factor which can improve employee performance, such as organizational culture. Organizational culture is a collection of rules, principles, and systems that bind all workers in an organization where it can reflect the unique nature of the organization, but also an important part of its identity and a major driver in shaping the behavior and actions of its employees (Windari and Rini 2024). The correlation between organizational culture and employee performance has been confirmed by study findings by (Audia and Silvianita 2022) and (Muvida, Yuliati, and Irawati 2023) it appears that organizational culture has a positive and significant effect on employee performance. The study shows that the more positive the organizational culture, the more significant the impact on increasing employee performance.

This study took the object at PT SBC Berkah Bersama which is located on Jl. Nasional 1, Pandean, Ngoro, Jombang. PT SBC Berkah Bersama is a retail company engaged in the

distribution of electronic goods such as mobile phones, TVs, refrigerators, washing machines and electronic accessories, E-Bike, household appliances, and furniture as well as home interiors. Even the store is a pioneer in buying and selling in the broadcasting telecommunications sector in the Ngoro District, Jombang Regency. The uniqueness or advantage of this company is that it sells a variety of fairly complete products, so that it becomes one of the attractions that makes customers always choose SBC Store as their main choice.

However, the problem faced by a company in general is how to manage employees so that they can have good performance (Muthoni Nduati and Wanyoike 2021). This is related to the results of the tasks given to employees of PT SBC Berkah Bersama, where the performance results can be seen from the suitability between the tasks given and the work results both in terms of quality and quantity produced by employees. PT SBC Berkah Bersama applies targets to every employee who works in the company. With the number of targets that have been determined, sales results must be met or achieved optimally. However, there is a phenomenon at the SBC Central Store, namely the number of sales fluctuating with realization. The following is data on targets and realizations at the SBC Central Store in the last 3 years.

Table 1.  
Table of Targets and Sales Realization of Electronic Products at SBC Store Center

Month	Target/Month	2021	2022	2023	2024
January	75	72	55	45	83
February	75	68	45	51	85
March	75	47	66	55	81
April	75	58	65	60	79
May	75	60	82	70	73
June	75	73	76	49	57
July	75	84	60	56	64
August	75	48	63	67	58
September	75	74	56	58	73
October	75	45	70	41	89
November	75	41	81	81	-
December	75	85	79	70	-
Total	900	755	798	703	742
Percentage	100%	83,89%	88,67%	78,11%	74,20%
Description		Not Achieved	Not Achieved	Not Achieved	Not Achieved

Source: Data of PT SBC Berkah Bersama, November 2024

Considering data shown at table 2, the results indicate that in the last 4 years the sales target has fluctuated, where in 2021 sales of 83.89% have been achieved. However, in the following year, namely 2022, it increased so that sales were achieved by 88.67%. Conversely, in 2023 the sales realization decreased, namely 78.11%. Then PT SBC Berkah Bersama decided

to increase the sales target to 1000 units because it saw the opportunity in 2024 that electronic units, especially e-bikes, would sell more than the previous year. However, as of November 2024, the percentage achievement of target realization is only around 74.20%.

According to the results of interviews with the SSDM (Secretariat and Human Resources) Manager, it was found that some employees were less able to explain the advantages of the product due to the lack of knowledge about electronic units and other products available. The number of employees who have just graduated and are still young so that they have obstacles in work experience, especially the ability to sell or influence buyers is still lacking. In this case knowledge management needs to be considered because knowledge and skills are important in future competition defined as employee development. At PT SBC Berkah Bersama there is a phenomenon where senior employees do not really master or obey new regulations that always change every year due to development. Especially for senior employees who tend to question or even reject new rules or values that are applied. This shows the attitude of employees who are less professional so that it can have a direct impact on employee performance. To deal with this phenomenon, PT SBC Berkah Bersama made a Basic Company Insight book that also includes values, principles, culture, vision and mission, regulations and work instructions. This literature review is expected to handle the issue of lack of employee knowledge and increase employee awareness on organizational culture of PT SBC Berkah Bersama.

#### Review of Related Literature

##### A. Knowledge Management on Employee Performance

*Knowledge management* is a system that can build a corporate identity, manage, organize, disseminate, and transmit knowledge or information and competencies that are part of the memory organization in structured areas in the organization (Nwagbala, Ezeanokwasa, and Ihuoma 2022). According to Kim and Jung, *knowledge management* It is a discipline that has been emphasized along with the emergence of several new paradigms in national and international economic systems (Kim and Jung 2022). From this understanding, it can be concluded that managing employee knowledge as effectively and effectively as possible is another HR management strategy that can be pointed out to encourage employee performance and engagement.

Every company must realize that the knowledge it has must be used effectively. Employees' knowledge can be used to determine and assess their quality because knowledge is unlimited and constantly evolving, every worker must understand it (Fajriyah 2024). Callison and Parcel as cited by (Syahrani and Pangestu 2024) presents several indicators that can be used to identify knowledge management. Among them are knowledge creation, knowledge sharing, establishment, understanding, and adherence to SOPs, knowledge exchange processes, facilities, and lastly development and ability to use technology.

Knowledge management can be used to improve competencies and also influence employees to be productive so that they can motivate progress in the performance of each of employee and the company. Knowledge management is the action of developing, communicating, and implementing organizational knowledge to create business value and

drive employee and company learning and performance (Hariadi, Muhammad, and Falefi 2020). Knowledge management can be used to encourage work skills and competencies so as to increase improvements in individual performance and the company as a whole so that employee performance will achieve maximum results if supported by employee knowledge (Farooq 2024). This opinion is in line with research of Tan and Setyawan (2024) where knowledge management is proven to have a positive and significant influence on employee performance.

#### **B. Organizational Culture on Employee Performance**

Organizational culture is the core of the identity and distinctive characteristics of an organization that form habits, values and norms, and attitudes that affect the work environment, employee motivation, organizational performance, and how people work, interact, and behave in the organization (Sugiarti 2023). Apart from that, organizational culture can be described as a set of basic values and principles that are accepted by people within the company and inherited to overcome internal adaptation and integration problems (Dung Pham Thi et al., 2021). Organizational culture can also be used as a principle for solving external and internal problems that are carried out consistently by an organization and then passed on to new members (Kim 2024).

From the above understanding, it can be concluded that the outcomes of a company or organization is affected by the application of its organizational culture which shapes the behavior, principles, and standards held by company employees. A strong organizational culture can have a positive impact and increase employee motivation, strengthen collaboration, and support innovation and flexibility in the face of market changes. Robbins and Coulter states several indicators that can be used to measure organizational culture, including innovation and risk taking, attention to detail, people and team orientation, and stability (Windari and Rini 2024).

The role of organizational culture is considered very strategic because it can improve and encourage company performance, especially management and financial performance, both in a short and long period of time (Smollan and Mooney 2024). Organizational culture serves as an instrument in directing company goals, determining what rules can and cannot be done, allocating and managing resources, and as a tool to overcome problems that ultimately also affect company performance (Soelistya et al. 2022). Based on the above explanation, it can be concluded that organizational culture can affect employee performance. This explanation is in line with research of (Febriani and Ramli 2023) where organizational culture has a positive influence on employee performance. This proves that employees with the same culture and path can achieve organizational goals and provide opportunities or encouragement for employees to develop and grow in the organization.

#### **Research Method**

The research employs a quantitative methodology utilizing the Partial Least Squares (PLS) data analysis technique. This study aims to examine the relationship between existing variables in the context of employee performance of PT SBC Berkah Bersama. The population

which will be the focus of the analysis is PT SBC Berkah Bersama employees totaling 125 employees and after calculating using the Slovin technique, a sample of 95 employees who will participate in filling out the questionnaire is obtained. This research uses probability sampling techniques and uses simple random sampling. In collecting data, this study used interviews, observations, and questionnaires or questionnaires. Researchers used a questionnaire with a Likert scale which has five scales. In this study using partial least square data analysis techniques to describe the variables of knowledge management (X1), organizational culture (X2), and employee performance (Y) at PT SBC Berkah Bersama. In processing data, using SmartPLS software.

Based on the introduction above, there is a theoretical basis that explains that various variables and factors can contribute to overall employee performance. In this research, the variables to improve employee performance include knowledge management and organizational culture. Therefore, a conceptual framework can be constructed as seen in the figure below.

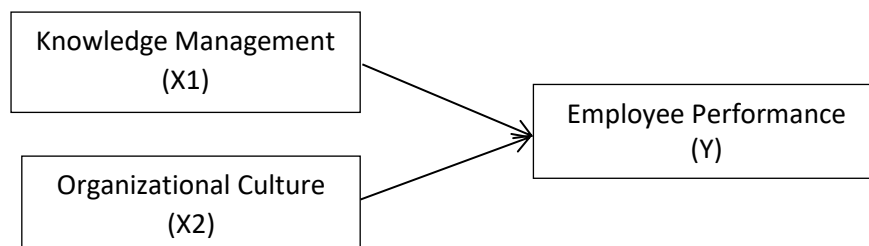


Figure 1. Conceptual Framework

## Result and Discussion

This research using the Partial Least Square-based Structural Equation Modeling (SEM-PLS) analysis method was used by utilizing SmartPLS 3.0 software to process statistical data. Partial Least Square (PLS) itself means a multivariate analysis technique that aims to explore the complex relationship between a number of independent and dependent variables. Model evaluation in the PLS approach includes 2 main components, namely the outer model (indicator measurement) and the inner model (relationship structure between constructs), both of which are analyzed simultaneously to evaluate the validity and reliability of the research hypothesis. Evaluation of the outer loadings of this study is obtained from the Knowledge Management variable (X1) which is represented by 9 indicators, the Organizational Culture variable (X2) which is represented by 5 indicators, and the Employee Performance variable (Y) which is represented by 6 indicators.

## Path Diagram

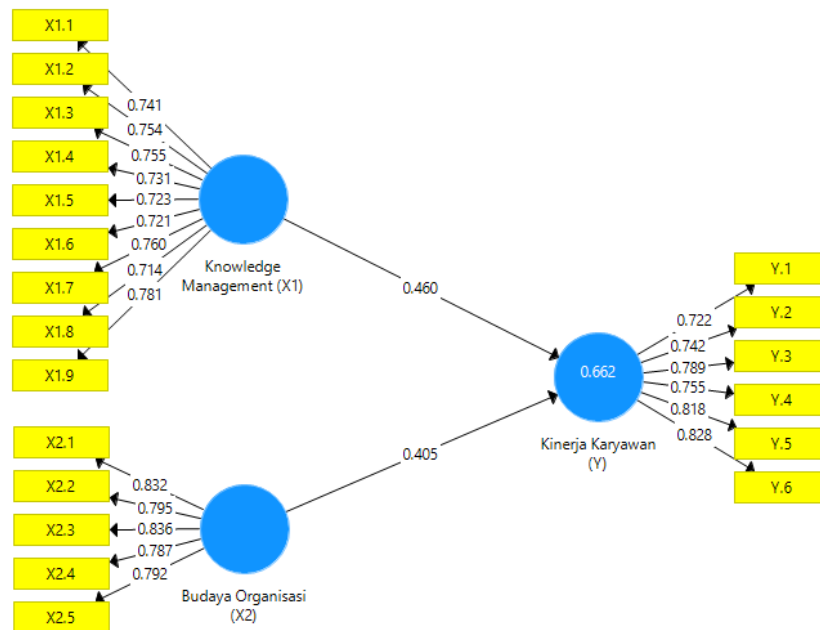


Figure 2. Path Diagram (Outer Model)

## Convergent Validity

Table 3. Outer Loadings Result

Indicator	Knowledge Management (X1)	Organizational Culture (X2)	Employee Performance (Y)
X1.1	0.741		
X1.2	0.754		
X1.3	0.755		
X1.4	0.731		
X1.5	0.723		
X1.6	0.721		
X1.7	0.760		
X1.8	0.714		
X1.9	0.781		
X2.1		0.832	
X2.2		0.795	
X2.3		0.836	
X2.4		0.787	
X2.5		0.792	
Y.1			0.722
Y.2			0.742
Y.3			0.789
Y.4			0.755
Y.5			0.818
Y.6			0.828

Source: Primary data processed, 2025

The processing results using SmartPLS could be viewed in both Figure 2 and Table 2 showing the convergent validity results of SmartPLS processing. The outer model value or the correlation between constructs and variables have all reached a value which is higher than 0.7. Then it can be stated that all indicators are valid. In the knowledge management indicator, the highest outer loading value is X1.9 with a contribution value of 0.781. This



means that most employees of PT SBC Berkah Bersama apply technology in the process of receiving and understanding knowledge either from coworkers or employees' own initiatives.

Meanwhile, the largest outer loading value in the organizational culture indicator is X2.3 with a contribution value of 0.836. This means that employees consider the company to be very human-oriented so that the company listens to input and cares about employee welfare. In the employee performance indicator, the largest outer loading value is Y.6 with a contribution value of 0.828. This means that employees of PT SBC Berkah Bersama consider interpersonal relationships very important in the world of work so that they have good relationships with coworkers.

Furthermore, the validity calculation can be used to ascertain how good a construct is. The value can be seen from the Average Variance Extracted (AVE) results. And Composite Reliability is intended to evaluate the reliability of indicators of research variables. The Composite Reliability value for all variables is considered to be fulfilled if the result is higher than 0.70. The Composite Reliability test above can be strengthened by using the Cronbach's Alpha value as shown in table 3.

Table 4. Construct Reliability and Validity Result

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	AVE	Description
Knowledge Management (X1)	0.898	0.917	0.551	Valid & Reliable
Organizational Culture (X2)	0.868	0.904	0.654	Valid & Reliable
Employee Performance (Y)	0.868	0.901	0.603	Valid & Reliable

Source: Primary data processed, 2025

By reviewing the information contained in table 3 earlier, it can be seen that the AVE results of the Knowledge Management variable (X1) are greater than 0.5 with a value of 0.551, so it can be declared valid. Then the Organizational Culture variable (X2) gets a value of more than 0.5 with a precision result of 0.654, so it can be declared valid. As well as the Employee Performance variable (Y) > 0.5 with a value of 0.603, so it can be declared valid. Then it is possible to concluded that each of the variables used have achieved an acceptable level of discriminant validity. The variables are considered claimed to fulfill composite reliability if the composite reliability value of each variable is greater than 0.70. The section called Composite Reliability is intended to evaluate the reliability of the indicators of the research variables. The Composite Reliability value of each variable is considered to be fulfilled if the result is greater than 0.70. In table 3, Each of the variables exceeded the composite reliability standard in which the value is above 0.70, so all variables are said to be reliable. A variable could be considered to have proven reliable if it has Cronbach's Alpha greater than 0.70. In table 3, every variable have met the criteria in which the value is more than 0.70, so it can be said to be reliable.

The coefficient determination (R-square) can be aimed at knowing the significance of the effect or the contribution made by other variables to the variable (Y). In the structural model, it can be shown that the dependent latent variable which has an R-Square result of



more than 0.67 can be stated that the contribution of the independent variable (which affects) to the dependent variable (which is affected) is in a good category. Then if the outcomes are 0.33 to 0.67, they are in the moderate category, and if the outcomes are 0.19 to 0.33, they are in the weak influence category.

Table 5.  
R-Square Result

Variable	<i>R-Square (<math>R^2</math>)</i>	<i>R-Square Adjusted</i>
Employee Performance (Y)	0.662	0.655

Source: Primary data processed, 2025

The findings from the data analysis that have been calculated using SmartPLS 3.0, the R-Square score of 0.662 is stated to have a medium value. Therefore could be proven that the model has an explanation level of 65.5% of the phenomenon or issue of employee performance. However, other factors besides knowledge management and organizational culture account for the remaining 35.5%. This indicates that knowledge management and organizational culture have contributed 65.5% to employee performance.

The inner model is also known as the structural model, and it focuses on explaining the cause and effect or correlation between the designed variables and their latent variables (Sugiyono 2022). This relationship will depend on the conceptualization of the issue and the hypothesis applied. Inner model is what shows the joint specification between latent variables. using the SmartPLS software, the findings of hypothesis testing could be viewed through the Path Coefficient Bootstrapping Technique as shown below:

Table 6.  
Bootstrapping Result

	Original Sample (O)	Sample Mean (M)	Standar Deviation (STADEV)	T Statistics ( O/STE)	P Values (P)
Knowledge Management (X1) -> Employee Performance (Y)	0.405	0.394	0.105	3.844	0.000
Organizational Culture (X2) -> Employee Performance (Y)	0.460	0.472	0.095	4.865	0.000

Source: Primary data processed, 2025

From the outcomes of the analysis examined, it has been discovered that the results of knowledge management variables have a positive and significant effect on employee performance at PT SBC Berkah Bersama can be accepted. This statement can be seen from the original sample results that showed a positive value of 0.405, which indicates that if knowledge management improves it automatically has an impact on increasing employee performance. In table 5, the P Values value of 0.000 < 0.05 and the T Statistics value of 3.844 > 1.96 are obtained, meaning that knowledge management has a positive and significant effect on employee performance. This means that having good knowledge management can

improve and make employee performance better and achieve optimal results for the success of the company in achieving its goals.

From the results of the research conducted, it was found that the results of the organizational culture variable had a positive and significant effect on employee performance at PT SBC Berkah Bersama, which can be accepted, with a T-statistic value of  $4,865 > 1.96$  or P-values of  $0.000 < 0.05$ , so the results are significant (positive). This means that having a good organizational culture can improve and make employee performance better. This is in line with the research of (Windari and Rini 2024) which states that organizational culture with one of the indicators of human orientation is proven to have a positive effect on employee performance. In addition, research of (Beri and Swasti 2024), (Nguyen et al. 2023) and (Dewi and Kustini 2022) which also states a positive relationship between work culture and employee performance.

### *Discussion*

#### A. The Relationship Between Knowledge Management and Employee Performance

The analysis results show that the indicator of the knowledge management variable that has the dominant frequency is the indicator of the ability to use technology. This shows that the ability to use technology can also improve employee performance. Given that PT SBC Berkah Bersama is also a retail company that prioritizes the use of technology in its daily work, its employees are also required to disseminate, manage, and gain knowledge from this technology. This results is in line with the research of (Damayanti Muli and Sukarno 2023) which states that knowledge management with one of the technology indicators is proven to have a positive effect on employee performance. In addition, research by (Tsusanto 2022) and (Haqiqi 2024) which also states a positive relationship between knowledge management and employee performance.

These findings are in line with the theory in Patwary et al. (2025), which states that knowledge management practices, such as knowledge sharing and the conversion of implicit to explicit knowledge, enhance individuals' capabilities in completing complex tasks. In the context of PT SBC, the structured implementation of knowledge management, such as the use of a centralized data repository and competency-based training programs, allows employees to quickly access critical information, reduce work redundancy, and improve decision-making accuracy. These matters tend to be overlooked, which can adversely affect employee performance. Thus, PT SBC is advised to consistently develop a knowledge management system that is adaptive to business dynamics, for example, through the establishment of a community of practice or incentives for employees who actively contribute to knowledge initiatives.

#### B. The Relationship Between Organizational Culture and Employee Performance

The results of the analysis show that the indicator of the organizational culture variable that has a dominant frequency is the human orientation indicator. This means that employees consider the company to be very human-oriented so that the company listens to input and cares about employee welfare. This is also supported by the 3rd corporate culture,

namely having a serving heart with the company's philosophy of prioritizing the welfare of its employees by instilling this culture. One of the company's visions, namely COMMUNITY, also shows that PT SBC Berkah Bersama prioritizes humans or its employees in their daily work.

These findings are consistent with the theory of Dewi and Kustini (2022), which states that an adaptive culture, especially one that supports innovation and collaboration, enhances individual productivity. At PT SBC, values such as transparency in communication and appreciation for employee initiatives have created a work environment that motivates team members to achieve targets collectively. A concrete example can be seen in the two-way feedback program that allows employees to directly convey ideas to management, thereby strengthening their sense of ownership towards the organization's goals. However, in-depth analysis shows that the rigid hierarchical aspects in some divisions of PT SBC have the potential to hinder creativity. This reinforces the basic assumption that the cultural aspects (such as vertical communication patterns) need to be re-evaluated to support the transformation towards a participatory culture. Therefore, PT SBC is advised to strengthen the learning culture through inclusive leadership training for managers and the introduction of a team performance-based reward system. Thus, the organizational culture not only becomes the foundation of work behavior but also a catalyst for long-term performance improvement (Beri and Swasti 2024).

## Conclusion

Based on the test analysis regarding the effect of knowledge management and organizational culture on employee performance at PT SBC Berkah Bersama using SEM PLS 3.0 data analysis, it can be concluded that knowledge management is able to have a significant influence or contribution to employee performance. This shows that the higher the knowledge management applied, the higher the performance of PT SBC Berkah Bersama employees. Then, organizational culture is able to provide an influence or contribution to employee performance. This shows that the higher the organizational culture applied, the higher the performance of PT SBC Berkah Bersama employees. This study shows that the use of technology is the main indicator or measure of knowledge management in this study as evidenced by the outer loading contribution value of 0.781. Then it is expected that employees of PT SBC Berkah Bersama mostly apply technology in the process of receiving and understanding knowledge either from coworkers or employees' own initiatives to seek knowledge. In addition, human orientation is the most important indicator or measuring instrument in this study with an outer loading value of 0.836. PT SBC Berkah Bersama is expected to consider its employees valuable and very human-oriented so that the company listens to input and cares about employee welfare.

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