

Knowledge Management, Personality and Career Development Planning on Performance Through Innovative Behavior and Commitment of Bank Riau Kepri Employees

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Abstract

This research aims to analyze the influence of knowledge management, personality, and career development planning on the performance of managerial-level employees at Bank Riau Kepri through innovative Behavior and work commitment. This research is based on the results of employee performance assessments, which average in the excellent category each year. Meanwhile, the company expects employee performance to be in the outstanding category. Knowledge management, personality, and career development planning are predicted to influence the performance of managerial-level employees significantly. This research was conducted at Bank Riau Kepri Pekanbaru Riau Indonesia with a sample of 159 executive-level employees. The sampling technique used was stratified random sampling. The data collection technique used was a questionnaire/questionnaire and the data analysis technique used SEM Smart PLS. Based on the research results, knowledge management, innovative Behavior, personality, work commitment and career development planning are directly influenced by the performance of managerial-level employees at Bank Riau Kepri. Furthermore, it is known that innovative Behavior can mediate the influence of knowledge management on the performance of managerial-level employees and the impact of personality on the performance of managerial-level employees. Finally, it is known that work commitment can mediate the influence of nature on the performance of managerial-level employees and the impact of career development planning on the performance of managerial-level employees. These results prove that the variables of innovative Behavior and work commitment perform an intervening function in the pattern of influence of the independent variables (knowledge management, personality, and career development planning) on the dependent (employee performance).

Keywords: *Managerial Level Employee Performance, Knowledge Management, Innovative Behavior, Personality, Work Commitment, Career Development Planning.*

Introduction

BRK offers employees guaranteed opportunities for future career planning and development. Functional requirements for promotion include a minimum service period of 4 years for executive positions, two years for pinsi posts, and a minimum service period of 2 years at the previous position level [1]. To be promoted, employees must meet the minimum score in their last position, meet the minimum education level, work experience, pass a competency test, meet the criteria for evaluating good performance for two consecutive years, have positive Behavior, and be willing to take part in the promotion [2]. Choice. Even though employees have entered retirement at the age of 56, there are gaps in the rules and facts in the field, and many employees are still waiting for promotions due to long waiting times or fluctuating performance appraisals. Current management emphasizes employee assessment based on employee behavioral factors [3]. BRK is committed to providing equal opportunities for all employees. However, there is a gap between the company's expectations and the facts on the ground [4].

BRK, a bank owned by the regional government in Riau Province, is struggling hard to achieve its vision of becoming the bank of choice and pride of the people of Riau [5]. The bank's performance has not met expectations, and manager-level employees only show an average outstanding performance of 16.4%. This highlights the need for more in-depth scientific studies to understand the factors causing human resource problems at BRK [6]. The research aims to determine the variables contributing to low employee

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performance, including knowledge management, innovative Behavior, work commitment, personality, and career development planning [7]. This research is limited to the Riau Mainland area because most of BRK's activities are centered there. The study will use gap theory, gap research, literature data, field data, interviews, and observations. Theoretical support for the research plan includes Human Resource Management theory by Flippo (2012), Dessler (2016), and Kaplan and Norton (2007) [8]. This research will also use various applied theories, such as Key Performance Indicators (KPI), knowledge management theory, innovative behavior theory, work commitment theory, personality theory, and career development planning theory [9].

This research plan is unique because it focuses on management level employees in the Riau Mainland region, using SEM Smart PLS for data processing and two intervening variables that have not been studied previously [10].

Theoretical Basis

The world economy has brought significant changes in various sectors, including human resource management (H.R.), and companies must adapt to these changes to remain competitive and meet customer needs. Banks like Bank Riau Kepri (BRK) in Riau Province must adapt to changing circumstances and maintain customer loyalty. The Bank Office (OJK) has collaborated with other banks to manage the needs of the national banking industry [11]. Management level is essential in determining productivity and performance, influenced by financial perspective, leadership, internal business processes, and employee development. Managers' motivation, skills, and perceptions also affect job performance [12]. Various studies have found that the management environment, system performance, and individual characteristics influence job performance. Research on knowledge management has shown that it positively impacts employee performance, but there is a gap in understanding the impact. BRK has attempted to improve employee knowledge management through training programs, seminars, webinars, outreach, workshops, and technical training. Bank Indonesia has set education and training targets, but the pandemic has hampered the implementation of these goals. The bank has implemented various programs to improve employee skills and performance, but only 54% of the 2020 plan met the 54% target due to factors such as the pandemic forcing online training programs and the need for continuous improvement in training and development [13].

Innovation significantly improves employee performance and overall bank performance [14]. Banks can create a more efficient and thriving environment for their employees by leveraging digital technology and implementing innovative practices. Further research regarding the influence of personality on performance has been conducted by shows that several indicators of nature hurt performance [15]. The gap between research on employee personality is that this gap can be seen from several aspects. The diverse characters of BRK employees will, of course, make employees accept different decisions and directions from the leadership. BRK develops various personalities by applying assessments, abbreviated as 3K, namely competence, performance, and culture/Behavior as direction and framework. Employees with creative and innovative personalities will try their best in the tasks and responsibilities assigned to them. These employees always try to display high performance, which is realized because of their sense of belonging and involvement in every company activity [16].

Career development planning is centered on the organization, the job, and identifying career paths that provide logical progression for people between positions within the organization. States that there are two perspectives on career: a series of jobs that a person undertakes during his life and changes in values, attitudes, and motivation as he ages [17]. Both perspectives focus on the individual and assume that people have control over their destiny so they can take advantage of opportunities to maximize success and satisfaction from their careers. Research on career development planning for employees positively impacts employee performance. Show that career planning and development significantly affect employee performance [18]. Show that career planning, training, and career development positively influence employee performance. Shows that career planning, training, and career development positively impact employee performance simultaneously, but the career development variable partially does not influence employee performance [19].

Based on employee information in MSDI BRK, it is known that BRK employees have a specific grade (position level). The determination of BRK employee grade above is based on an assessment of the employee's performance and the length of service of the employee concerned. Every BRK employee must meet the requirements to be promoted. Data from the annual report (2020) and interviews with employees at MSDI revealed that employees at BRK will retire at the age of 56 years [20]. However, based on data and discussions in the field with employees at MSDI, data was obtained that there were gaps in the rules and facts in the area. Some employees should have had the opportunity to be promoted and had met the promotion requirements, but still could not be upgraded because of the long wait [20].

Method

The type of research used in this research is causality research because this research was conducted to test hypotheses regarding causal relationships. The type of research used in this research is causality research because this research was conducted to test ideas regarding causal relationships.

This research was conducted at Bank Riau Kepri, Riau Mainland Region, whose head office is in Pekanbaru, Riau. The distribution of offices in the mainland Riau region is as follows: 1 head office, 14 branch offices, 30 sub-branch offices, and 30 shops. The distribution of Mainland Riau areas studied includes Pekanbaru City, Dumai City, Kampar Regency, Rokan Hulu Regency, Rokan Hilir Regency, Bengkalis Regency, Siak Regency, Kuantan Singing Regency, Indragiri Hulu Regency, Indragiri Hilir Regency, Meranti Regency and Pelalawan Regency.

The details of the research variables that will be carried out are as follows:

employee performance variable as the dependent variable,

knowledge management, personality, and career development planning as independent variables,

innovative Behavior and work commitment as mediating (intervening) variables.

To carry out data analysis, instrument tests, and data analysis tests were carried out in the research.

Results and Discussion

From the results of the tests carried out, the following results were obtained:

Table 1 shows the results of *discriminant validity* testing:

Table 1. Discriminant Validity According to the Fornell Larcker Test

	KEP	KIN	KM	K.K	PPC	PI
Personality	0.932					
Employee performance	0.793	0.925				
<i>Knowledge Management</i>	0.701	0.783	0.924			
Work Commitment	0.717	0.844	0.741	0.922		
Career Development Planning	0.687	0.789	0.707	0.765	0.909	
Innovative Behavior	0.789	0.826	0.722	0.774	0.749	0.940

Source: Data Processing (2022)

Based on the discriminant validity test results, the result was that the AVE square root value of all constructs always exceeded the correlation coefficient of the construct with other constructs, so it could be concluded that all constructs in this model had met the required discriminant validity.

The discriminant validity results according to the *cross-loading value* can be seen in the table below:

Table 2. Discriminant Validity According to Cross-Loading Values

Indicator	KEP	KIN	K.K	KM	PI	PPK
KEP1a	0.971	0.758	0.664	0.674	0.748	0.656
KEP1b	0.938	0.771	0.692	0.689	0.781	0.672
KEP2a	0.880	0.697	0.638	0.606	0.685	0.586
KEP3a	0.906	0.698	0.632	0.602	0.696	0.611
KEP3b	0.955	0.759	0.703	0.695	0.764	0.653
KEP4a	0.972	0.764	0.662	0.669	0.754	0.660
KEP5a	0.897	0.764	0.662	0.669	0.754	0.660
KIN1a	0.723	0.958	0.785	0.737	0.757	0.778
KIN1b	0.762	0.935	0.798	0.713	0.778	0.694
KIN2a	0.716	0.962	0.773	0.686	0.761	0.727
KIN3a	0.772	0.892	0.814	0.755	0.802	0.742
KIN3b	0.783	0.869	0.826	0.806	0.792	0.794
KIN4a	0.731	0.947	0.781	0.721	0.764	0.763
KIN4c	0.656	0.912	0.692	0.654	0.697	0.611
KK1b	0.645	0.784	0.950	0.723	0.701	0.715
KK2a	0.702	0.798	0.924	0.701	0.753	0.717
KK2b	0.725	0.804	0.914	0.687	0.783	0.748
KK3a	0.620	0.760	0.938	0.703	0.682	0.699
KK3b	0.615	0.744	0.884	0.597	0.647	0.648
KM1a	0.712	0.729	0.679	0.905	0.694	0.639
KM2a	0.612	0.720	0.686	0.950	0.651	0.637
KM3a	0.697	0.779	0.749	0.945	0.727	0.722
KM4a	0.566	0.656	0.618	0.894	0.586	0.607
PI1b	0.755	0.762	0.737	0.656	0.944	0.718
PI2a	0.739	0.792	0.726	0.694	0.961	0.686
PI2b	0.754	0.782	0.744	0.682	0.907	0.731
PI4a	0.720	0.768	0.702	0.677	0.948	0.682
PPK1a	0.610	0.704	0.681	0.665	0.698	0.891
PPK1b	0.679	0.766	0.770	0.696	0.715	0.919
PPK2a	0.659	0.743	0.674	0.646	0.728	0.926
PPK3a	0.628	0.734	0.708	0.629	0.695	0.954
PPK4b	0.572	0.669	0.680	0.619	0.630	0.845
PPK5a	0.605	0.707	0.681	0.598	0.650	0.927
PPK6a	0.621	0.711	0.660	0.608	0.677	0.895
PPK6b	0.615	0.695	0.708	0.674	0.649	0.910

Source: Data Processing (2022)

Based on the discriminant validity test results in Table 2 above, it can be seen that all dimensions have the highest measurements in their constructs and not in other constructs, so it can be stated that all sizes have met the requirements for discriminant validity.

Cronbach's Alpha value and *Composite Reliability* value can be seen in Table 3 below:

Table 3. Composite Reliability

	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Average Variance Extracted (AVE)
Employee performance	0.972	0.977	0.856
<i>Knowledge Management</i>	0.943	0.959	0.854
Innovative Behavior	0.956	0.968	0.884
Personality	0.975	0.979	0.869
Work Commitment	0.956	0.966	0.851
Career Development Planning	0.970	0.974	0.826

Source: Data Processing (2022)

Based on the analysis results in the table above, the *Composite Reliability* and *Cronbach's Alpha* values for all constructs exceeded 0.70. This shows that all constructs have met the required reliability, so it can be concluded that all constructs are reliable. Next, after the validity and reliability tests were carried out, *the collinearity* test and the Cohen f^{two} variable test were carried out. The VIF value table is as follows:

Table 4. Vif Value

	KEP	KIN	KM	K.K	PPK	PI
Personality		3,038		1,893		2,991
Employee performance						
<i>Knowledge Management</i>		2,766				2,363
Work Commitment		3,480				
Career Development Planning		3,000		1,893		
Innovative Behavior		3,822				

Source: Data Processing (2022)

collinearity test value in the structural model is shown in Table 4. The results show no multicollinearity between variables in the SEM PLS model because all VIFs between variables are <5.

f^2 tests are shown in Table 4.19 below:

Table 5. F^2 value

	KEP	KIN	KM	K.K	PPK	PI
Personality		0.146		0.151		0.329
Employee performance						
<i>Knowledge Management</i>						0.156
Work Commitment		0.396				
Career Development Planning		0.113		0.500		
Innovative Behavior		0.128				

Source: Data Processing, 2022

The results of the f2 test analysis in the table above show that work commitment is the variable that has the most significant effect on employee performance, while career development planning is the variable that has the most significant impact on work commitment, and personality is the variable that has the most significant effect on innovative Behavior.

After the model is proven to be fit, testing the influence between variables can be done. This influence testing includes direct, indirect, and total influence testing. Based on model estimation using the bootstrapping technique, the results obtained show that all paths have significant path coefficients, which means that the relationship between variables in this research hypothesis is proven. Further explanation regarding the results of testing the influence between variables along with the results of hypothesis testing in this research can be seen in Table 6 below:

Table 6. Results of Direct Effect Testing

<i>Direct Path</i>	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
<i>Knowledge Management -> Employee Performance</i>	0.168	0.168	0.055	3,043	0.002
<i>Innovative Behavior -> Employee Performance</i>	0.197	0.188	0.075	2,618	0.009
<i>Personality -> Employee Performance</i>	0.191	0.193	0.064	2,974	0.003
<i>Work Commitment -> Employee Performance</i>	0.317	0.320	0.075	4,199	0,000
<i>Career Development Planning > Employee Performance</i>	0.152	0.155	0.061	2,493	0.013
<i>Knowledge Management -> Innovative Behavior</i>	0.332	0.329	0.060	5,534	0,000
<i>Personality -> Innovative Behavior</i>	0.556	0.558	0.058	9,577	0,000
<i>Personality -> Work Commitment</i>	0.364	0.364	0.070	5,184	0,000
<i>Career Development Planning - -> Work Commitment</i>	0.517	0.518	0.069	7,532	0,000

Source: Data Processing (2022)

The influence of *knowledge management* on employee performance, with the results of Hypothesis 1 (H1) being accepted

The Influence of Innovative Behavior on Employee Performance, with Hypothesis 2 (H2) results being accepted.

The Influence of Personality on Employee Performance, with the results of Hypothesis 3 (H3) being accepted

The Effect of Work Commitment on Employee Performance, with the results of Hypothesis 4 (H4) being accepted

The Effect of Career Development Planning on Employee Performance, with Hypothesis 5 (H5) results being accepted.

The Influence of *Knowledge Management* on Innovative Behavior, Hypothesis 6 (H6) is accepted.

Influence of Personality on Innovative Behavior, Hypothesis 7 (H7) is accepted.

The Influence of Personality on Work Commitment, Hypothesis 8 (H8) is accepted.

The Influence of Career Development Planning on Work Commitment, Hypothesis 9 (H9) is accepted.

Influence *Knowledge Management* on Employee Performance Through Innovative Behavior, Hypothesis 10 (H10) is accepted.

The Influence of Personality on Employee Performance Through Innovative Behavior, Hypothesis 11 (H11) is accepted.

The Influence of Personality on Employee Performance Through Work Commitment, Hypothesis 12 (H12) is accepted.

The Influence of Career Development Planning on Employee Performance Through Work Commitment, Hypothesis 13 (H13) is accepted.

Table 7 below shows the indirect influence of work commitment and innovative behavior variables, mediating effects on knowledge management and personality on employee performance.

Table 7. Indirect Effect Test Results

<i>Indirect Path</i>	<i>Original Sample (O)</i>	<i>Sample Mean (M)</i>	<i>Standard Deviation (STDEV)</i>	<i>T Statistics (O/STDEV)</i>	<i>P Values</i>
<i>Knowledge Management -> Innovative Behavior -> Employee Performance</i>	0.065	0.065	0.024	2,701	0.007
<i>Personality -> Innovative Behavior -> Employee Performance</i>	0.110	0.114	0.044	2,499	0.013
<i>Personality -> Work Commitment -> Employee Performance</i>	0.115	0.116	0.036	3,198	0.001
<i>Career Development Planning -> Work Commitment -> Employee Performance</i>	0.164	0.163	0.039	4,183	0,000

Conclusion

Based on the results of research on knowledge management, personality, career development planning on performance through innovative Behavior and work commitment of Bank Riau Kepri employees, the conclusions obtained from the results of this research are as follows:

- This research obtained empirical data that knowledge management positively and significantly affects employee performance. This means that the better knowledge management is developed at Bank Riau Kepri, the higher the performance of Bank Riau Kepri's managerial-level employees. Employees at Bank Riau Kepri will have high performance if knowledge management is implemented well, and vice versa. Poor knowledge management at Bank Riau Kepri can potentially reduce employee performance, especially managerial level employees.

- This research obtains empirical data that innovative Behavior has a positive and significant effect on employee performance. This means that the higher the creative behavior of Bank Riau Kepri employees, the higher the performance of Bank Riau Kepri managerial level employees. Meanwhile, employees with low levels of innovative Behavior tend to perform poorly. Administrative-level employees at Bank Riau Kepri should possess Creative Behavior because it has been proven to influence employee performance.
- This research obtained empirical data that personality positively and significantly affects employee performance. This means that the better the nature of the managerial level employees at Bank Riau Kepri, the higher the performance of the administrative level employees at Bank Riau Kepri, while the executive level employees with less good personalities also tend to have lower performance.
- This research obtained empirical data that work commitment positively and significantly affects employee performance. This means that the higher the work commitment of managerial-level employees at Bank Riau Kepri, the higher the performance of executive-level employees at Bank Riau Kepri, while employees who have low work commitment also tend to have inferior performance.
- This research obtained empirical data that career development planning positively and significantly affects employee performance. This means that the more precise the rules and the existence of promising career planning in employee career development planning at Bank Riau Kepri, the higher the performance of managerial-level employees. On the other hand, if career development planning is not implemented well, there is the potential for employee performance to decline. Career is carried out as best as possible to support high employee performance.
- This research obtains empirical data that knowledge management positively and significantly affects the innovative Behavior of managerial-level employees at Bank Riau Kepri. Knowledge management of managerial-level employees at Bank Riau Kepri must be implemented as well as possible to support the creative Behavior of managerial-level employees. Without good knowledge management, the innovative Behavior of managerial-level employees is challenging to develop and improve.
- This research obtains empirical data that employee personality positively influences the innovative Behavior of managerial-level employees at Bank Riau Kepri. Managerial-level employees with good character tend to have highly creative Behavior.
- This research obtained empirical data that employee personality positively affected the work commitment of managerial-level employees at Bank Riau Kepri. Managerial-level employees with good character tend to have a high work commitment.
- This research obtained empirical data that career development planning positively affects the work commitment of managerial-level employees at Bank Riau Kepri. The better the career development planning at Bank Riau Kepri, the higher the work commitment of managerial-level employees.
- This research obtains empirical data that innovative Behavior can mediate the influence of knowledge management on employee performance. The better the knowledge management at Bank Riau Kepri, the higher the creative Behavior of employees, which will support high employee performance.
- This research obtains empirical data that innovative Behavior can mediate the influence of personality on employee performance. The better the nature of managerial-level employees at Bank Riau Kepri, the higher their creative Behavior will support the high performance of managerial-level employees.

- This research obtains empirical data that work commitment can mediate the influence of personality on employee performance. The better the nature of Bank Riau Kepri's managerial level employees, the higher the employee's work commitment, which in turn will support increased employee performance.

This research obtains empirical data that work commitment can mediate the influence of career development planning on employee performance. The better the employee career development planning at Bank Riau Kepri, the higher the employee's work commitment will further improve employee performance.

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