



THE INFLUENCE OF KNOWLEDGE MANAGEMENT, SKILLS AND WORK ATTITUDES ON EMPLOYEE PERFORMANCE PT. SARANA AGUNG SEJAHTERA

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Abstract

This study was carried out with the objective of analyzing the extent to which knowledge management, professional competencies, and work attitudes influence employee performance within PT Sarana Agung Sejahtera. The research population comprised the entire workforce of the company, specifically 33 individuals categorized as permanent employees and an additional 5 individuals classified as non-permanent employees. The study employed a quantitative research approach, utilizing primary data as the principal source of information to ensure empirical validity and reliability in the findings. The process of sample selection was conducted through a probability sampling approach, specifically employing a random sampling technique. This method involved the dissemination of structured questionnaires via the Google Form platform, ultimately yielding a total of 38 respondents who actively participated in the study. To ensure rigorous data analysis, the study utilized the Partial Least Square (PLS) statistical application, incorporating multiple assessment stages, including validity testing to evaluate the accuracy of the measurement instruments, reliability testing to assess data consistency, and hypothesis testing to examine the relationships between the studied variables. The empirical findings of this research indicate that knowledge management, professional competencies, and work attitudes collectively exert a significant influence on enhancing the overall performance of employees at PT Sarana Agung Sejahtera.

Keywords: Knowledge Management; Skills; Work Attitude; Employee Performance

INTRODUCTION

Human Resources (HR) plays a crucial role within a company, serving as a vital asset or investment for both current and future growth. In order to thrive in a rapidly evolving global economy, individuals within organizations must focus on enhancing their personal competencies related to knowledge and skill management. This development enables employees to perform their duties with professionalism and accountability. Companies are required to boost their competitiveness to sustain their operations, which necessitates effective human resource planning. The overall success and sustainability of a company are profoundly shaped by the caliber and effectiveness of its human resources. As a result, it becomes imperative for every organization to formulate and implement well-structured, strategic initiatives aimed at systematically identifying, nurturing, and leveraging critical knowledge assets. These assets serve as fundamental drivers in enhancing organizational efficiency, fostering innovation, and ultimately ensuring the achievement of long-term corporate objectives in an increasingly competitive business environment.

Knowledge management is a critical element in the 21st century for enhancing employee performance. The effectiveness of managerial career management in recognizing and transferring knowledge among Human Resources plays a vital role in executing company activities efficiently and fostering creativity and innovation among employees, ultimately leading to superior company performance, as noted by Latief et al. (2019). Knowledge management is essential for both individuals and organizations, serving as a tool for learning that helps them think and act in ways that yield more positive outcomes. In companies, knowledge management can be implemented through specialized training in specific areas or by encouraging employees to share their knowledge with one another. According to Notoatmojo (2014), several factors that influence knowledge include education, age, environment, and socio-cultural aspects.

This study was carried out at PT Sarana Agung Sejahtera. Interviews with the leadership of the company revealed that there are currently no specific training programs in place for either new or existing employees. The company must take into account the levels of education, training, and work experience, as having the right educational background, along with focused training and experience, can significantly enhance employee performance.

Moreover, one of the critical determinants influencing the overall effectiveness of employee performance is the level of individual skills possessed. The enhancement of performance is not solely reliant on the efficient management of knowledge; rather, it necessitates a comprehensive focus on the development of specialized expertise and practical competencies. By ensuring that employees acquire and refine the necessary skill sets, organizations can mitigate potential challenges that may arise in the execution of their respective duties and responsibilities, ultimately fostering a more productive and efficient work environment. Among the numerous determinants that influence overall employee performance, the level of skills possessed by individuals stands out as a crucial aspect that organizations must carefully consider. The proficiency of an employee is reflected in their ability to execute specific tasks with precision, whether it involves operating complex machinery, engaging in effective communication, or formulating and implementing strategic business initiatives. Employees equipped with advanced skill sets contribute significantly to enhancing overall performance, thereby expediting the realization of corporate objectives. Conversely, a workforce lacking the requisite competencies is more likely to exhibit inefficiencies, ultimately hindering productivity and delaying the attainment of organizational goals (Halawa, 2019).

With respect to the challenges identified within PT Agung Sejahtera, particularly in relation to the skills variable, findings derived from interviews indicate that a deficiency in employee competencies has been a contributing factor to suboptimal performance levels. This lack of adequate skills among employees has impeded their ability to execute tasks efficiently, thereby affecting overall productivity and the achievement of organizational objectives. This is because employees already feel in their comfort zone and there is no motivation to develop themselves. This causes the achievement of company goals to meet targets to be not maximized.

In addition to knowledge and skills management, employee work attitudes also need to be considered in improving performance because knowledge and skills alone are not enough, so they must be balanced with a good attitude. In the world of work, every employee is not only required to have skilled knowledge and abilities, but also must have a good attitude. Employees who have a good attitude are one of the important aspects in supporting the company's progress.

This research focuses on the level of employee performance at PT Sarana Agung Sejahtera. Where there is a lack of knowledge and work skills carried out by employees of PT Sarana Agung Sejahtera, as well as the lack of employee work attitudes in serving customers and low response to the environment. It aims to find out whether the management of knowledge, skills and work attitudes affects employee performance at PT Sarana Agung Sejahtera.

LITERATURE REVIEW

Resource Management Theory

According to Sihotang (as cited in Sinambela, L. P., 2021), Human Resource Management encompasses a comprehensive and systematic series of processes that include planning, organizing, directing, and overseeing various functions related to human capital. These functions involve the recruitment, selection, training, strategic placement, compensation structuring, professional development, workforce integration, employee retention, and eventual separation of personnel, all of which are designed to facilitate the attainment of a wide range of objectives spanning individual aspirations, societal needs, governmental expectations, customer satisfaction, and the overarching goals of the organization in question. Human Resource Management constitutes a multifaceted and strategic framework encompassing the systematic processes of planning, organizing, directing, and overseeing various functions, including workforce procurement, skill development, compensation structuring, organizational integration, employee retention, and employment termination. These interconnected functions are meticulously designed to facilitate the seamless adaptation of human capital to dynamic organizational needs, thereby ensuring the achievement of long-term corporate objectives and fostering an environment conducive to sustainable and integrated transformational change (Marwansyah in Cahyawening, 2019).

Performance

According to Moeheriono in (Aminah, 2020), employee performance is in the form of work results that have been obtained from an individual or team work in an organization qualitatively or quantitatively, according to authority, and task responsibilities that have been achieved according to norms and not against the law. The effectiveness of employee performance plays a pivotal role in an organization's strategic efforts to accomplish its overarching objectives. As noted by Adrian et al. (2023), employee performance is inherently individualized, given that each member of the workforce

possesses a distinct set of competencies, expertise, and capabilities that influence their ability to execute assigned responsibilities. The varying degrees of proficiency among employees contribute to differences in work outcomes, ultimately impacting the overall efficiency and success of the organization in achieving its intended goals.

Management

Knowledge management serves as a strategic framework designed to facilitate the creation, acquisition, dissemination, and continuous development of knowledge, all of which contribute to enhancing overall organizational performance (Winarto, 2020). By systematically managing intellectual resources, organizations can not only expand the collective knowledge base of their workforce but also accelerate the seamless transfer and integration of critical information across various levels of the organization. The establishment of a well-structured and efficient knowledge management system is essential, as it directly influences the organization's capacity to optimize performance, adapt to dynamic business environments, and sustain long-term competitive advantage. The system being referred to extends beyond merely adhering to established regulations or standardized protocols; rather, it encompasses a more dynamic and integrative approach that actively involves key stakeholders, particularly human resources, as essential contributors to organizational knowledge. As highlighted by Harianti (2022), knowledge management constitutes a structured and continuous process through which organizations systematically identify, generate, articulate, and disseminate knowledge, ensuring its effective reutilization and ongoing learning within the corporate environment. This strategic approach not only enhances the organization's intellectual capital but also fosters a culture of innovation and continuous improvement.

Skills

According to Mahfud (2019) skill is a person's ability to apply the knowledge possessed into a form of action or real action, where this skill is obtained from education in school and training. An employee must have skills as an ability when ordered by the leadership to be able to carry out the tasks assigned. Work that necessitates a high level of expertise and proficiency not only fosters a sense of fulfillment among employees but also has a profound impact on their overall performance. When tasks are executed in alignment with an individual's specialized skill set, it enhances efficiency, promotes job satisfaction, and ultimately contributes to the development of superior employee performance. Consequently, this alignment between job requirements and employee competencies serves as a catalyst for increased productivity, ensuring a more effective and sustainable work environment (Latief et al, 2019).

Work Attitude

Attitude is one of the things that shows how we behave and treat others. In the pursuit of optimal organizational performance, the human factor emerges as a critical determinant, functioning as

a pivotal variable whose influence extends across various operational dimensions. The extent to which a company attains success or encounters failure is intrinsically linked to the behavioral patterns, competencies, and engagement levels of the individuals responsible for executing its core functions. Consequently, the ability to manage, develop, and align human resources with strategic objectives plays a fundamental role in shaping the overall trajectory of corporate achievement. Harianti (2022) explains that attitude is a learned tendency to always respond favorably or unfavorably to certain objects. According to Salsabila & Silvianita (2021), work attitude is defined as a collection of feelings, beliefs, and thoughts that people hold about how to behave at this time regarding work and organizations.

METHOD

The research methodology employed in this study is grounded in a quantitative approach, characterized by the systematic collection and analysis of numerical data to derive meaningful insights. The primary data utilized in this study was obtained through the direct distribution of structured questionnaires to selected respondents, with each response evaluated using a Likert scale ranging from 1 to 5 to quantify perceptions and attitudes. The study's population comprises employees of PT Sarana Agung Sejahtera, specifically consisting of 33 individuals holding permanent employment status and an additional 5 individuals classified as non-permanent employees. The sample selection process in this study involved 38 respondents, who were chosen through the application of a probability sampling method, specifically utilizing a random sampling technique to ensure an unbiased representation of the population. Following the data collection phase, the acquired research data underwent a comprehensive analytical process facilitated by the Smart Partial Least Squares (PLS) application. This process encompassed several critical testing procedures, including validity testing to assess the accuracy of measurement instruments, reliability testing to evaluate the consistency of responses, and hypothesis testing to determine the significance of relationships between variables under investigation.

RESULTS AND DISCUSSION

Outer Loading

The assessment of indicator validity in this study is conducted through an in-depth analysis of the output table and the outer loading values, wherein the magnitude of the factor loading serves as a key determinant in evaluating the strength of the relationship between each indicator and its corresponding construct. Given that all indicators within this modeling framework are classified as reflective, the validation process specifically relies on the Outer Loadings output table, which provides critical insights into the extent to which each indicator accurately represents the latent variable it is intended to measure.

The measurement of indicator validity is determined by analyzing the Factor Loading values, which represent the strength of the relationship between a given variable and its respective indicators. An indicator is considered to demonstrate an adequate level of validity if its Factor Loading value exceeds 0.5 and/or if the corresponding T-Statistic value surpasses the critical threshold of 1.96, which corresponds to the Z-value at a significance level of $\alpha = 0.05$. Factor Loading itself serves as a measure of correlation between an indicator and its associated variable, wherein values exceeding 0.5 indicate that the indicator effectively contributes to the construct's validity. Furthermore, if the T-Statistic value exceeds 1.96, it signifies that the indicator's contribution to the model is statistically significant, thereby reinforcing the robustness of the measurement framework.

An in-depth examination of the Outer Loading results reveals that all reflective indicators associated with the Knowledge Management variable (X_1), Skills (X_2), Work Attitude (X_3), and Employee Performance (Y) exhibit Factor Loading (Original Sample) values exceeding the threshold of 0.50. Additionally, the statistical significance of these indicators is confirmed by T-Statistic values surpassing the critical Z-value at a confidence level of $\alpha = 0.05$ (5%), specifically 1.96. Consequently, the estimation results indicate that all indicators have successfully fulfilled the criteria for Convergent Validity, thereby demonstrating a robust degree of validity in the measurement model.

Average Variance Extracted

The findings derived from the Average Variance Extracted (AVE) test indicate that the Knowledge Management variable attained a value of 0.749, the Skills variable recorded an AVE of 0.692, the Work Attitude variable exhibited a value of 0.739, and the Employee Performance variable achieved an AVE of 0.806. Given that all these variables demonstrate AVE values exceeding the established threshold of 0.5, it can be inferred that the constructs within this study exhibit a satisfactory level of convergent validity, thereby affirming their reliability and suitability for further analytical evaluation.

Composite Reliability

The results obtained from the Composite Reliability test indicate that the Knowledge Management variable exhibits a reliability coefficient of 0.899, the Skills variable demonstrates a value of 0.871, the Work Readiness variable achieves a reliability score of 0.919, and the Employee Performance variable attains a coefficient of 0.954. Given that all measured constructs display Composite Reliability values surpassing the recommended threshold of 0.70, it can be conclusively stated that each variable within this study demonstrates a high degree of internal consistency and reliability, thereby validating their robustness for subsequent analytical interpretations.

Latent Variable Correlations

The correlation analysis of latent variables, derived from the average correlation values between distinct constructs, provides insight into the degree of association among the studied variables. Specifically, the correlation coefficients illustrate the relationships between Knowledge Management and Employee Performance, Skills and Employee Performance, as well as Work Attitude and Employee Performance. Notably, the highest correlation value is observed between the Knowledge Management variable and Employee Performance, reaching a coefficient of 0.929. Consequently, it can be inferred that all variables within the research model exhibit a strong and significant interrelationship, thereby reinforcing the robustness of the proposed theoretical framework.

PLS Model Analysis

Inner Model (Structural Model Testing)

The evaluation of the inner model can be assessed through the R-square (R^2) coefficient, which quantifies the extent to which the relationships between latent variables are explained within the structural equation model. The R^2 value serves as an essential statistical measure that determines the proportion of variance in the endogenous (dependent) variables that can be attributed to the influence of exogenous (independent) variables within the model. A higher R^2 value signifies a greater explanatory power of the independent variables in predicting variations in the dependent constructs, thereby reinforcing the robustness and predictive accuracy of the overall model. The R-Square (R^2) value obtained for the Employee Performance variable stands at 0.887, indicating that the structural model demonstrates a high degree of explanatory power in capturing the underlying phenomenon of Employee Performance. This implies that approximately 88% of the variance in Employee Performance can be attributed to the combined influence of the independent variables, namely Knowledge Management, Skills, and Work Attitude. Meanwhile, the remaining 12% of variability is likely accounted for by external factors or unobserved variables that fall beyond the scope of this study, thereby suggesting the potential presence of additional determinants influencing Employee Performance.

Hypothesis Test

Table 1. *Path Coefficients (Mean, STDEV, T-Values)*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Skills (X₂) -> Employee Performance (Y)	0,224	0,223	0,101	2,219	0,013
Knowledge Management (X₁) -> Employee	0,466	0,464	0,146	3,186	0,001

Performance (Y)					
Work Ready (X ₃) -> Employee Performance (Y)	0,278	0,281	0,155	1,797	0,036

Source: Questionnaire data processed, 2024

Referring to the statistical findings presented in Table 1, it can be inferred that Knowledge Management exerts a significant and positive influence on Employee Performance. This conclusion is substantiated by the observed Path Coefficient of 0.466, which indicates a substantial direct relationship between the two variables. Furthermore, the T-Statistic value of 3.186 exceeds the critical threshold of 1.96 at a significance level of $\alpha = 0.05$ (5%), thereby confirming the statistical significance of the relationship. Consequently, these results provide strong empirical evidence supporting the hypothesis that enhancements in Knowledge Management contribute positively to improvements in Employee Performance. The empirical findings indicate that Skills exert a significant and positive influence on Employee Performance, as evidenced by a Path Coefficient of 0.224 and a T-Statistic value of 2.219, which surpasses the critical threshold of 1.96 at a significance level of $\alpha = 0.05$ (5%). This statistical outcome substantiates the acceptance of the proposed relationship, affirming that an enhancement in employee skills contributes positively to overall performance. Similarly, Work Attitude also demonstrates a significant positive effect on Employee Performance, with a Path Coefficient of 0.278 and a T-Statistic value of 1.797. Although the T-Statistic value is marginally lower than the standard Z-value of 1.96, the results suggest a meaningful correlation, reinforcing the argument that a constructive and motivated work attitude fosters improved employee productivity and effectiveness.

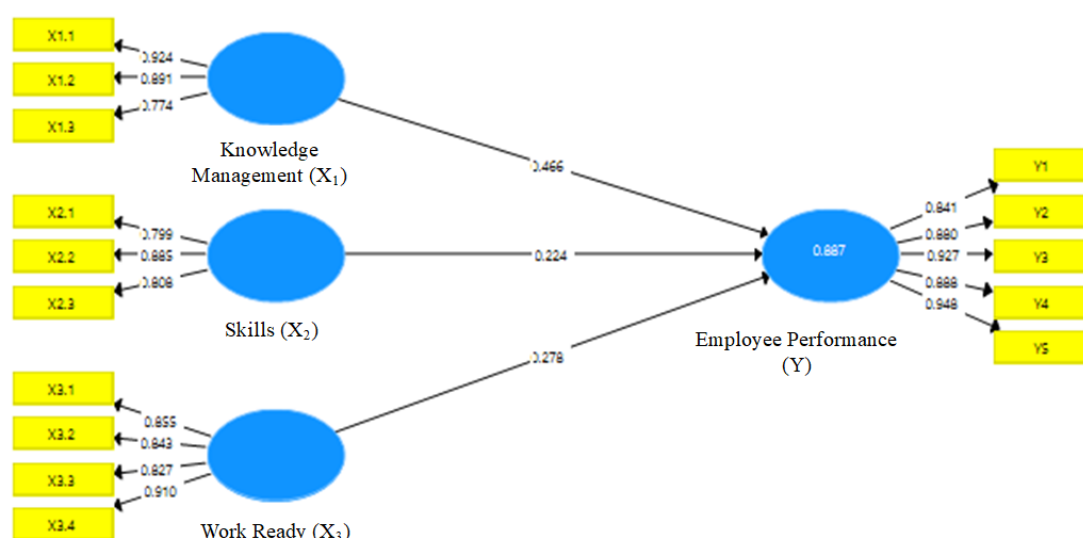


Figure 1. Outer Model

Source: Questionnaire data processed 20234 Smart PLS output

Referring to the visual representation of the Partial Least Squares (PLS) output depicted above, a detailed examination reveals the presence of Factor Loading values assigned to each respective

indicator, signifying the strength of their association with the underlying latent constructs. Additionally, from the diagram, it is possible to discern the magnitude of the Path Coefficients, which are strategically positioned along the directional arrow lines connecting the independent variables to the dependent variable, thereby illustrating the extent and nature of their relationships. Furthermore, the R-Square (R^2) values, which serve as a measure of the explanatory power of the model, are distinctly located within the circular representations of the intervening and dependent variables, providing insight into the proportion of variance accounted for by the predictive constructs within the research framework. A comprehensive analysis of the Factor Loading values reveals that the Ability indicator within the Knowledge Management variable exhibits a coefficient of 0.924, signifying its dominant influence in shaping Employee Performance. This suggests that among the various indicators representing Knowledge Management, the Ability component plays the most pivotal role in driving employee effectiveness. Similarly, within the Skills variable, the Human Relation Skill indicator demonstrates a substantial Factor Loading value of 0.885, highlighting its position as the most influential determinant of Skills in relation to Employee Performance. Furthermore, the Work Attitude variable is best represented by the indicator of Participating in the Task, which registers a high Factor Loading value of 0.910, indicating its critical impact in fostering enhanced Employee Performance. These findings underscore the significant role of these key indicators in explaining the relationship between their respective latent variables and overall employee effectiveness.

Discussion

The Effect of Knowledge Management on Employee Performance

Drawing upon the findings derived from the conducted research, it has been conclusively established that Knowledge Management exerts a statistically significant influence on the Employee Performance of PT Sarana Agung Sejahtera. This observed effect substantiates the existence of a strong and direct relationship between the implementation of Knowledge Management practices and the overall effectiveness of employees within the organization. The underlying rationale for this correlation can be attributed to various contributing factors, as evidenced by the research indicators, which highlight that employee capability, the structured existence of job responsibilities, and the dynamic interplay between individuals and the organization collectively yield a positive and meaningful impact on employee performance. These findings reinforce the notion that a well-managed knowledge framework serves as a crucial determinant in enhancing workforce productivity and organizational success.

This is in line with research conducted by M. Bakri & Filia Hanum (2023) with the title "The Effect of Knowledge Management, Skills and Employee Attitudes on Employee Performance at PT. Gramedia Asri Media in Banda Aceh". Knowledge management has a significant positive effect on employee performance.

The Effect of Skills on Employee Performance

The empirical findings derived from the conducted research unequivocally demonstrate that employee skills exert a significant and positive influence on overall employee performance. This observed effect underscores the presence of a direct and meaningful relationship between the level of skills possessed by employees and their corresponding performance outcomes within PT Sarana Agung Sejahtera. Such a correlation can be interpreted as strong evidence that the competencies and proficiencies exhibited by employees play a crucial role in enhancing their efficiency, productivity, and overall contributions to the organization. Consequently, the research findings substantiate the assertion that the development and refinement of employee skills serve as a critical factor in driving performance improvements within PT Sarana Agung Sejahtera.

These results are in line with research conducted by Nurmalita Sari, Rois Arifin & Budi Wahono (2020) with the title "*The Effect of Knowledge Management, Skill, Attitude and Ability on Employee Performance (Case Study of Varna Culture Hotel Surabaya Employees)*" saying that *ability has* a positive effect on employee performance.

The Effect of Work Attitude on Employee Performance

The research findings provide strong empirical evidence indicating that Work Attitude exerts a significant and positive influence on the overall performance of employees at PT Sarana Agung Sejahtera. This observed relationship underscores the crucial role that employees' attitudes toward their work play in shaping their effectiveness and productivity within the organization. The results suggest that an enhancement in the quality of Work Attitude directly correlates with improvements in Employee Performance, reinforcing the notion that a positive and proactive approach to work fosters higher levels of efficiency, engagement, and organizational commitment. Consequently, it can be inferred that cultivating a strong work ethic and fostering a constructive workplace attitude are essential components in driving optimal employee performance within PT Sarana Agung Sejahtera.

The findings of this study align with the conclusions drawn from research conducted by Chess Widayati, Sri Anah, and Muhammad Usman (2022), as presented in their scholarly work entitled: "*The Effect of Knowledge Management, Skill and Attitude on Employee Performance (Case Study of PT. Sun Life Syariah in Jakarta)*". Their research findings indicate that Attitude exerts a significant and positive influence on the overall performance of employees at PT Sun Life Syariah in Jakarta, highlighting the critical role of behavioral factors in shaping workplace effectiveness and productivity.

CONCLUSION

The results derived from the data analysis utilizing the Partial Least Squares (PLS) application provide compelling evidence that the variables encompassing Knowledge Management, Skills, and Work Attitude collectively exert a positive and substantial influence on the overall performance of employees at PT Sarana Agung Sejahtera. This correlation underscores the notion that employees who

demonstrate a high level of expertise, technical proficiency, and a constructive approach toward their work make significant contributions to the organization's operational effectiveness and productivity. The interplay of these factors not only enhances individual performance but also fosters a work environment conducive to organizational success and sustainable growth. With the continuous enhancement of knowledge, refinement of skills, and the cultivation of positive work attitudes among employees at PT Sarana Agung Sejahtera, it is anticipated that the overall performance trajectory of the organization will experience a significant upward trend, ultimately enabling the company to optimize its operational efficiency and achieve its fullest potential.

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