



# The influence of learning organization on employee performance mediated by employee creativity at Pertamina Hulu Rokan, Riau

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## ARTICLE INFO

### Article history:

Received Aug 01, 2025

Revised Aug 24, 2025

Accepted Aug 30, 2025

### Keywords:

Creativity;  
Employee Performance;  
Knowledge Management;  
Learning Organization;  
Pertamina Hulu Rokan.

## ABSTRACT

This study aims to analyze the influence of learning organization on employee performance, with creativity as a mediating variable, at PT Pertamina Hulu Rokan in Riau. In facing business challenges in the energy sector that are constantly changing dynamically, companies need to develop a structured knowledge management system to improve the adaptive capabilities and productivity of their human resources. The approach used in this study is a quantitative approach with an explanatory research method, which aims to explain the causal relationship between variables. The sample in this study consisted of 100 respondents who were employees of PT Pertamina Hulu Rokan, selected through purposive sampling techniques. The data collection instrument was a questionnaire with a 5-point Likert scale, and the data analysis technique used Partial Least Squares Structural Equation Modeling (PLS-SEM) with the help of SmartPLS software. The results of the study showed that knowledge management had a positive and significant effect on employee creativity. Creativity has also been shown to have a positive effect on improving employee performance. In addition, knowledge management also directly affects performance, and creativity acts as a partial mediator in the relationship. These findings indicate that the development of a learning organization based on a knowledge system will increase employee creativity, which in turn is able to drive continuous performance improvement. This study contributes both theoretically to the development of literature related to knowledge management and creativity, as well as practically as a basis for managerial decision making in building an innovative and knowledge-based work culture.

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## 1. INTRODUCTION

Human resources (HR) play an important role in an organization. Organizations, in various forms and purposes, are designed based on a shared vision and run by humans to achieve the established mission. Employees or workers are the most valuable HR elements in an organization. Without competent and qualified employees, it is difficult for

an organization to achieve its goals optimally. The organizational process runs in a system consisting of structured activities and is carried out continuously to achieve common goals. To realize these goals, organizations not only need material and capital support, but also superior and competent human resources. Quality HR is the main determinant of the success of implementing the organization's strategy and operations as a whole (Harimu et al., 2021).

Quality human resources play a crucial role in company performance, particularly in Indonesia's coal and oil and gas refining sector, which contributes significantly to foreign exchange, job creation, and national economic growth. Supported by skilled workers and effective management, this sector ranks second in GDP contribution, reflecting its substantial economic value and multiplier effects such as employment, investment, and state revenue, while also serving as a key driver of national economic stability and sustainability. Petroleum, a key product of the coal and refining industry, is a vital fossil fuel that supports global energy needs and serves as the main raw material for fuels and various chemical products. Its importance makes the upstream oil and gas industry a major contributor to state revenue, regional development, job creation, and local industry growth. PT Pertamina Hulu Rokan (PHR), a subsidiary of PT Pertamina (Persero) under PT Pertamina Hulu Energi (PHE), was established on December 20, 2018, and has managed the Rokan Working Area since August 9, 2021.

Several external factors are considered to influence employee performance at PT Pertamina Hulu Rokan. Strict regulations in the oil and gas industry require companies to continually update their technical knowledge, operational standards, and legal compliance, thus encouraging the implementation of effective knowledge management. Meanwhile, fluctuations in global oil prices can create business uncertainty, requiring employees to be more creative in finding efficiency solutions, operational innovations, and adaptation strategies. The combination of these two factors can enhance or hinder the effectiveness of knowledge management in encouraging creativity, which ultimately impacts overall employee performance. The results of the pre-research analysis show that the average production level of Pertamina Hulu Rokan recorded quite significant performance when compared to other regions, such as the upstream energy regions of Jambi, East Kalimantan, and Sanga. The high production in the Rokan Working Area reflects the optimization of oil and gas resource management that is carried out consistently. However, despite recording a high production level, there are problems at Pertamina Hulu Rokan related to fluctuating productivity levels every month. In addition, it is also known that oil and condensate production at Pertamina Hulu Rokan still experiences significant variations, with fluctuating patterns of increases and decreases. This phenomenon reflects performance problems that are influenced by various factors, including the level of success of exploration and production activities, technical conditions in the field, and the implementation of human resource management strategies. This change is an important indication for the company to continue to evaluate performance and improve operational effectiveness.

One of the efforts that companies can make to improve their performance is by implementing a knowledge management system. The theory in Harimu and Pio (2021) research explains that knowledge management is a field of science that has a crucial role in the process of transferring knowledge, skills, and effective work behavior within an organization. This not only focuses on collecting information, but also on managing and distributing knowledge in a structured manner to ensure that every individual in the organization can access resources that are relevant to their tasks. With an effective knowledge management system, employees have access to relevant and up-to-date information, which allows them to make better decisions and complete tasks faster. In addition, the transfer of skills and work behavior through knowledge-based training helps create a competent and adaptive workforce to change. As a result, employee performance increases significantly, which ultimately contributes to the success and competitiveness of the organization (Purnama & Riyanto, 2020).

Previous studies have examined the same topic related to knowledge management and employee performance. The first study was conducted by Pinasti and Nurdin (2023) with the aim of determining the effect of knowledge management on employee performance at PT. Telekomunikasi Indonesia Tbk Bima. The results of the study explained that knowledge management has an effect on employee performance. Further research was conducted by Chandra and Hadiyanti (2020) aimed to test the relationship between knowledge management and employee performance at PT. BPD Kaltim Kaltara Samarinda Head Office. The study explained that knowledge management has a positive effect on Employee Performance. There is a research gap from several previous studies that discuss the impact of knowledge management on employee performance in a company. The difference in previous studies lies in the use of indicators and variable constructs used. As in the study of Obeso and Hernández-Linares (2020) which used three types of knowledge management systems consisting of knowledge generation (KG), knowledge storage (KS) and knowledge flow (KF) affecting employee performance in the company. Meanwhile, research conducted by Karyatun, Yuliantini and Tama Putra Saratian (2023) used indicators such as technological, procedural, and individual knowledge which were tested against employee performance.

The main difference between previous research and the current research lies in the focus of the use of creativity variables. This study specifically explores the role of creativity as a mediating variable in the relationship between knowledge management and employee performance. This approach offers a new perspective that has not been widely discussed in previous research, where the direct relationship between knowledge management and employee performance is more often the main discussion. Based on this, the author is interested in conducting a study entitled "The Effect of Knowledge Management on Employee Performance through Employee Creativity at Pertamina Hulu Rokan, Riau"

## 2. RESEARCH METHOD

This type of research is explanatory research by adopting quantitative methods, which is an approach based on the philosophy of positivism. This quantitative method is used to research a particular population or sample by collecting data through research instruments. The results obtained from the analysis of the data are in the form of statistical figures used to test previously established hypotheses, with the aim of producing more objective and measurable evidence. In this study, the data sources used are primary and secondary data. Primary data was obtained from the results of a questionnaire distributed to respondents using Google Form. While secondary data was obtained from articles, books, national and international journals and previous research. The data collection technique chosen was interviews and conducting online questionnaires distributed via Google Form. The selection of this method aims to obtain relevant primary data directly from respondents, either through in-depth interaction in interviews or through structured responses in questionnaires.

The sampling technique used in this study is saturated or census sampling. The definition of saturated or census sampling according to Sugiyono (2018) is a sampling technique when all members of the population are used as samples. Another term for saturated sampling is census. So the sample is 86 employees of the project division at PT. Pertamina Hulu Rokan, Riau. The data analysis technique used in this study is the Variance Based Structural Equation Model (SEM), which is processed using the Partial Least Square (Smart-PLS) program. According to Hair, Joseph and William (2014) one of the data analysis methods used is multivariate analysis. Meanwhile, according to Juliandi (2018), multivariate analysis is a statistical technique used to analyze several variables simultaneously. Sugiyono (2018) explains that SEM combines factor analysis, structural models, and path analysis in one approach. Thus, in SEM modeling, there are three data processing methods that are carried out simultaneously, namely checking the

validity and reliability of the instrument (which is related to confirmatory factor analysis), testing the relationship between variables (which is related to path analysis), and finding a suitable model for prediction (which is related to regression analysis or structural model).

### 3. RESULTS AND DISCUSSIONS

#### 3.1 Descriptive analysis

Based on the distribution of respondents' responses, knowledge management is considered to be able to influence employee performance. There is a strong commitment to using technology among employees, indicating that PT Pertamina Hulu Rokan is not only focused on developing existing knowledge but also open to adopting new technologies as a means of knowledge creation. Furthermore, the form of employee creativity that contributes most to performance is employees' ability to change their work methods to be different from usual, confirming that employees feel encouraged to think outside the box and dare to make breakthroughs in their work processes.

#### 3.2 Convergent Validity

The outer loading value, also known as the loading factor, is used to test the convergent validity in the measurement model. If an indicator has an outer loading value above 0.70, then the indicator is considered to meet the convergent validity requirements in the good category. The higher this value, the stronger the evidence that the indicator consistently and accurately represents the latent variable being measured. In other words, an indicator with a high loading value shows a significant contribution to its construct. The outer loading value of each indicator in the research variable is presented in the following table :

Table 1. First Outer Loading Test Results

Variable	Indicator	Outer Loading	Information
Knowledge management (X)	X1.1	0.493	Invalid
	X1.2	0.519	Invalid
	X1.3	0.709	Valid
	X1.4	0.669	Invalid
	X1.5	0.722	Valid
	X2.1	0.564	Invalid
	X2.2	0.633	Invalid
	X2.3	0.743	Valid
	X2.4	0.716	Valid
	X2.5	0.729	Valid
	X2.6	0.705	Valid
	X3.1	0.782	Valid
	X3.2	0.830	Valid
	X3.3	0.786	Valid
	X3.4	0.752	Valid
	X3.5	0.707	Valid
	X3.6	0.760	Valid
	X3.7	0.721	Valid
Creativity (Z)	Z1	0.717	Valid
	Z2	0.743	Valid
	Z3	0.811	Valid
	Z4	0.755	Valid
	Z5	0.799	Valid
	Z6	0.756	Valid
	Z7	0.092	Invalid
	Z8	0.651	Invalid
Employee performance (Y)	Y1	0.727	Valid
	Y2	0.833	Valid
	Y3	0.778	Valid
	Y4	0.732	Valid
	Y5	0.783	Valid

Variable	Indicator	Outer Loading	Information
	Y6	0.774	Valid
	Y7	0.676	Invalid
	Y8	0.798	Valid
	Y9	0.490	Invalid
	Y10	0.738	Valid

Based on the test table above, it is known that there are several questionnaire items that are invalid in the study. The questionnaire items are X1.1, X1.2, X1.4, X2.1, X2.2, Z7, Z8, Y7, and Y9. Therefore, the questionnaire items were eliminated from the research and retested. The final test results after eliminating the questionnaire items can be seen in the following table:

Variable	Indicator	Outer Loading	Information
Knowledge management (X)	X2.3	0.762	Valid
	X2.4	0.703	Valid
	X2.5	0.717	Valid
	X2.6	0.709	Valid
	X3.1	0.796	Valid
	X3.2	0.842	Valid
	X3.3	0.822	Valid
	X3.4	0.809	Valid
	X3.5	0.748	Valid
	X3.6	0.784	Valid
Creativity (Z)	X3.7	0.742	Valid
	Z1	0.726	Valid
	Z2	0.762	Valid
	Z3	0.811	Valid
	Z4	0.767	Valid
	Z5	0.793	Valid
	Z6	0.756	Valid
	Z1	0.726	Valid
	Z2	0.762	Valid
	Y1	0.737	Valid
Employee performance (Y)	Y10	0.723	Valid
	Y2	0.848	Valid
	Y3	0.799	Valid
	Y4	0.739	Valid
	Y5	0.803	Valid
	Y6	0.776	Valid
	Y8	0.789	Valid

The data processing results presented in Table 2 show that all indicators in the research variables have outer loading values above 0.7. This finding indicates that each indicator has met the required convergent validity criteria, thus the constructs in the model can be declared to have an adequate level of validity. Thus, each indicator is proven to be able to measure the latent variables accurately and consistently. In addition to evaluating outer loadings, construct validity can also be analyzed using another approach, namely by looking at the Average Variance Extracted (AVE) value. A model is considered good quality if the AVE value for each construct exceeds 0.5, which means that most of the variance of the indicator can be explained by the latent construct it represents.

Table 2. Average Variance Extracted (AVE) value

	Average variance extracted (AVE)
Employee performance (Y)	0.605
Knowledge management (X)	0.590
Creativity (Z)	0.593

Based on the test results presented in the previous table, all variables in this study had Average Variance Extracted (AVE) values exceeding 0.5. This value indicates that more than 50% of the variance in each indicator was successfully explained by the measured latent construct. This indicates that all constructs in the model have met the criteria for good convergent validity and are able to represent their indicators robustly and consistently.

### 3.3 Discriminant Validity

After the convergent validity testing process is completed, the next stage is to conduct a discriminant validity test, which aims to ensure that each construct in the model clearly measures a distinct concept and does not overlap with one another. In this test, reflective indicators are evaluated using cross-loading values, namely by comparing the strength of the indicator's relationship to the measured construct (the original construct) and other constructs. An indicator is considered to meet the discriminant validity criteria if the outer loading value for the original construct is higher than the loading value for other constructs in the model. This indicates that the indicator specifically and accurately represents only the intended construct, not other constructs.

Table 3. Cross Loading Value

	Employee performance (Y)	Knowledge management (X)	Creativity (Z)
X2.3	0.521	0.762	0.448
X2.4	0.512	0.703	0.428
X2.5	0.638	0.717	0.515
X2.6	0.431	0.709	0.439
X3.1	0.534	0.796	0.439
X3.2	0.540	0.842	0.476
X3.3	0.570	0.822	0.538
X3.4	0.616	0.809	0.480
X3.5	0.572	0.748	0.519
X3.6	0.596	0.784	0.541
X3.7	0.621	0.742	0.585
Y1	0.737	0.589	0.474
Y10	0.723	0.573	0.604
Y2	0.848	0.560	0.553
Y3	0.799	0.602	0.599
Y4	0.739	0.516	0.670
Y5	0.803	0.531	0.588
Y6	0.776	0.566	0.614
Y8	0.789	0.628	0.574
Z1	0.568	0.557	0.726
Z2	0.452	0.506	0.762
Z3	0.598	0.586	0.811
Z4	0.566	0.438	0.767
Z5	0.610	0.424	0.793
Z6	0.670	0.457	0.756

Based on the test results presented in the table above, it can be seen that all constructs in the research variables show higher correlation values with their own indicators compared to the correlation with other constructs. This finding indicates that each item in the model has successfully met the criteria for discriminant validity, as it is able to clearly and consistently differentiate between one construct and another. In addition to cross-loading analysis, discriminant validity can also be tested using the Fornell-Larcker Criterion approach, which assesses the extent to which a latent construct has a stronger relationship with its own indicators compared to its relationship with other constructs. The results of the test using the Fornell-Larcker method are presented in the following table.

Table 4. Fornell-Larcker Criterion Value

	Employee performance (Y)	Knowledge management (X)	Creativity (Z)
Employee performance (Y)	0.778		
Knowledge management (X)	0.735	0.768	
Creativity (Z)	0.755	0.646	0.770

Based on the results presented in Table 3.15, it can be concluded that each construct in the research model shows a higher Fornell-Larcker Criterion value compared to the correlation value with other constructs. This indicates that each latent variable has the strongest relationship with its own indicators, compared to its relationship with other constructs in the model.

### 3.4 Reliability

To ensure that the measurement process is accurate and error-free, the final step in outer model evaluation is to conduct a reliability test on the model that has been constructed. This test aims to assess the extent to which the research instrument can provide consistent and stable measurement results in representing the construct being measured. The two main indicators used in this stage are Composite Reliability and Cronbach's Alpha, both of which are used to evaluate internal consistency, or the agreement between items within a construct. In general, an instrument is considered reliable if the value of both indicators is above 0.60, and is categorized as good if the value reaches or exceeds 0.70, indicating that the measuring instrument is reliable for further analysis.

Table 5. Reliability Test

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
Employee performance (Y)	0.906	0.907	0.924
Knowledge management (X)	0.930	0.932	0.940
Creativity (Z)	0.862	0.864	0.897

Based on the test results presented in the table above, it can be seen that all latent variables in the model have Composite Reliability and Cronbach's Alpha values above 0.70. These values indicate that each construct has met good internal reliability standards, meaning the research instrument is able to measure the variables consistently and stably. These results provide confidence that the items within each construct are strongly correlated with each other and can be relied upon as measuring instruments in the model.

### 3.5 Coefficient of Determination Test

The coefficient of determination ( $R^2$ ) test is conducted to assess the extent to which endogenous latent variables in the model can be explained by exogenous latent variables. The  $R^2$  value is used as an indicator to evaluate the model's predictive ability; the higher the value, the greater the proportion of the dependent variable's variance that can be explained by the independent constructs in the model. In other words,  $R^2$  reflects how well the structural model explains the relationships between the variables under study. This test serves as a benchmark in assessing the overall strength and quality of the model. The complete results of the coefficient of determination test in this study can be seen in the following table.

Table 6. Coefficient of Determination Test

	R-square	R-square adjusted
Employee performance (Y)	0.675	0.667
Creativity (Z)	0.417	0.410

The results of the inner model test show that the creativity variable has an  $R^2$  value of 0.417. This value indicates that the creativity construct, which acts as an intervening variable, is in the moderate category in terms of its ability to be explained by the independent variables in the model. Meanwhile, the employee performance variable, which acts as the dependent variable, obtained an  $R^2$  value of 0.675, which is also classified as moderate, although approaching the upper limit of the category.

### 3.5 Hypothesis testing

Analysis of the relationships between variables in a model is performed by calculating path coefficients for each path within the model structure, known as path analysis. This step aims to determine the strength and direction of the influence between latent constructs. Before testing, bootstrapping is performed, a resampling technique used to address the possibility of abnormal data distribution and improve the stability of parameter estimates.

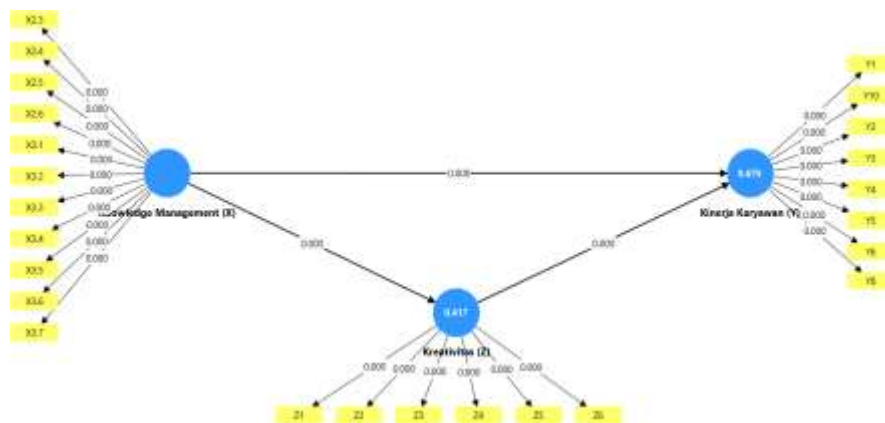


Figure 1. Hypothesis Testing

The image above visualizes the relationship between variables and shows the p-values for each formulated hypothesis. The detailed calculations for this hypothesis test can be seen in the following table.

Table 7. Hypothesis Test Results

Hypothesis	Relationship of variables	Original Sample	t-Statistic	P-Values	Result
H1	Knowledge management influences employee creativity.	0.646	9,736	0.000	Accepted
H2	Creativity positively influences employee performance	0.481	4,880	0.000	Accepted
H3	Knowledge management positively influences employee performance	0.646	9,736	0.000	Accepted
H4	Employee creativity mediates the relationship between knowledge management and employee performance	0.310	4,137	0.000	Accepted

Based on the information presented in the validity test table, it can be concluded that all hypotheses proposed in this study are acceptable. This conclusion is obtained from the test results, which show that the calculated t-value for each relationship path between variables exceeds the t-table value that has been set as the significance limit. Thus, each relationship between constructs in the model is proven to be statistically



significant, indicating that the tested influences have a strong empirical basis. This finding strengthens the belief that the structural model developed in this study has good predictive ability and is able to represent the phenomena studied validly.

#### 4. CONCLUSION

Based on data analysis on the influence of knowledge management on employee performance through employee creativity at PT Pertamina Hulu Rokan, Riau, it can be concluded that good knowledge management plays a crucial role in fostering creativity in the workplace. Organizations that create an open and structured knowledge-sharing system provide greater opportunities for employees to acquire ideas, information, and experiences that can serve as sources of inspiration for developing innovative solutions. This demonstrates that knowledge management is not merely a tool for archiving information but also a key driver of individual creativity. This study also shows that creativity has a positive impact on employee performance. Creative employees tend to be more adaptable, productive, and able to complete work with a more effective approach. Furthermore, knowledge management has been shown to directly contribute to improved employee performance through the availability of relevant and easily accessible information. Interestingly, the results of this study reveal that creativity acts as a mediating variable, strengthening the relationship between knowledge management and employee performance. This means that when organizations successfully manage knowledge optimally and create a supportive work environment, employee creativity will grow, directly impacting overall work performance.

Recommended that future research expand the scope of study objects, both geographically and across industry sectors, to obtain a more comprehensive picture of the relationship between knowledge management, creativity, and employee performance. Furthermore, future research agendas should consider testing other mediating or moderating variables, such as organizational culture, leadership style, engagement, and innovation climate, to examine more complex and reflective pathways of influence on current organizational realities.

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