



Knowledge Management and Work Motivation as Determinants of Employee Performance: Evidence from a State-Owned Enterprise in Indonesia

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ABSTRACT

Kata kunci:

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Employee performance is a strategic determinant of organizational effectiveness in State-Owned Enterprises, where accountability, efficiency, and public service outcomes are closely interconnected. This study aims to examine the effects of knowledge management and work motivation on employee performance within a public-sector organizational context.

A quantitative explanatory design was employed using a census of 32 employees at a State-Owned Enterprise branch office. Data were collected through structured questionnaires and analyzed using multiple linear regression to test the partial and simultaneous influence of knowledge management and work motivation on employee performance.

The findings indicate that work motivation has a positive and statistically significant effect on employee performance, confirming the importance of motivational mechanisms in enhancing productivity and engagement within bureaucratic institutions. In contrast, knowledge management demonstrates a statistically significant negative relationship with performance. This unexpected result suggests that ineffective implementation, cultural resistance, inadequate technological integration, or knowledge overload may undermine the potential benefits of knowledge management practices. Simultaneously, both variables significantly explain variations in performance outcomes, highlighting their strategic relevance.

In conclusion, the study emphasizes that work motivation consistently strengthens employee performance, while knowledge management requires contextual alignment and effective execution to generate positive outcomes. These findings contribute to the refinement of human resource management strategies in public-sector organizations and underscore the importance of integrating motivational systems with well-designed knowledge management practices..

ABSTRAK

Kinerja karyawan merupakan determinan strategis bagi efektivitas organisasi pada Badan Usaha Milik Negara (BUMN), di mana akuntabilitas, efisiensi, dan kualitas pelayanan publik saling berkaitan erat. Penelitian ini bertujuan untuk menganalisis pengaruh manajemen pengetahuan dan motivasi kerja terhadap kinerja karyawan dalam konteks organisasi sektor publik.

Penelitian menggunakan desain kuantitatif eksplanatori dengan metode sensus terhadap 32 karyawan pada salah satu kantor cabang BUMN. Data dikumpulkan melalui kuesioner terstruktur dan dianalisis menggunakan regresi linear berganda untuk menguji pengaruh parsial maupun simultan manajemen pengetahuan dan motivasi kerja terhadap kinerja karyawan.

Hasil penelitian menunjukkan bahwa motivasi kerja memiliki pengaruh positif dan signifikan secara statistik terhadap kinerja karyawan, yang menegaskan pentingnya mekanisme motivasional dalam meningkatkan produktivitas dan keterlibatan kerja di lingkungan birokrasi. Sebaliknya, manajemen pengetahuan menunjukkan hubungan negatif dan signifikan secara statistik terhadap kinerja. Temuan yang tidak terduga ini mengindikasikan bahwa

implementasi yang kurang efektif, resistensi budaya organisasi, integrasi teknologi yang tidak memadai, atau kelebihan informasi dapat menghambat potensi manfaat praktik manajemen pengetahuan. Secara simultan, kedua variabel terbukti berkontribusi signifikan dalam menjelaskan variasi kinerja karyawan, yang menegaskan relevansi strategis keduanya.

Sebagai kesimpulan, penelitian ini menekankan bahwa motivasi kerja secara konsisten memperkuat kinerja karyawan, sementara manajemen pengetahuan memerlukan keselarasan kontekstual dan pelaksanaan yang efektif agar menghasilkan dampak positif. Temuan ini berkontribusi pada penguatan strategi manajemen sumber daya manusia di organisasi sektor publik serta menegaskan pentingnya integrasi antara sistem motivasi dan praktik manajemen pengetahuan yang dirancang secara tepat.

1. PENDAHULUAN

Employee performance constitutes a central determinant of organizational effectiveness, particularly within State-Owned Enterprises (SOEs), where public accountability, service delivery, and strategic national objectives converge. In contemporary organizational theory, performance is not merely an individual outcome but a strategic resource that shapes institutional legitimacy and sustainability. Empirical evidence demonstrates that employee performance significantly influences organizational commitment and job satisfaction in SOEs, thereby strengthening institutional effectiveness (Haerani et al., 2020). Moreover, organizational commitment has been shown to function as a mediating force through which improved employee performance is translated into broader organizational goals (Ardiyansah & Mon, 2023). These findings underline the systemic importance of performance in public-sector institutions, where human capital remains a decisive factor in ensuring competitiveness and operational excellence.

The strategic relevance of employee performance is further reinforced through the implementation of High-Performance Work Systems (HPWS), which integrate recruitment, training, and employee involvement into a coherent human resource strategy (Gogia et al., 2024). In SOEs, such systems contribute to enhanced organizational efficiency and productivity, particularly when supported by effective leadership (Khan, 2024). Additionally, training and development initiatives have been empirically associated with improved team performance and creative capacity, thereby strengthening organizational outcomes (Umar et al., 2020). Collectively, these studies position employee performance as a pivotal driver of effectiveness in public enterprises, demanding systematic managerial attention.

Despite its importance, improving employee performance in public-sector organizations remains a persistent challenge. Bureaucratic complexity, rigid hierarchies, and limited flexibility may inhibit performance optimization. Two organizational mechanisms frequently proposed as solutions are knowledge management (KM) and work motivation. Knowledge management practices facilitate the creation, sharing, and utilization of organizational knowledge, thereby enhancing innovation and employee capabilities (Isa & Muafi, 2022; Mertiningsih et al., 2024). In parallel, work motivation both intrinsic and extrinsic shapes employee engagement, commitment, and productivity (Dirir, 2023; X. Han et al., 2023). However, the extent to which these mechanisms operate effectively in SOEs remains empirically uncertain.

The primary research problem addressed in this study concerns the relationship between knowledge management, work motivation, and employee performance within a state-owned enterprise context. While theoretical perspectives suggest positive associations, practical observations often reveal inconsistent outcomes. In certain cases, knowledge-sharing systems may not yield the expected performance improvements due to structural or cultural barriers. Similarly, motivational policies may not uniformly enhance performance if they fail to align with employee expectations. Therefore, a systematic empirical investigation is necessary to clarify these relationships within the specific institutional setting of a public enterprise.

Existing literature proposes several general solutions to performance-related challenges in public organizations. Effective knowledge management fosters innovation and enhances employee capabilities by promoting organizational learning and collaborative knowledge exchange (Isa & Muafi, 2022; Mertiningsih et al., 2024). Furthermore, a strong organizational culture that encourages knowledge sharing has been linked to increased employee engagement and productivity (Daniel, 2023; Suartama et al., 2024). Beyond innovation, KM practices improve decision-making processes by ensuring that relevant knowledge is accessible and actionable, thereby strengthening organizational competitiveness (Ruslinawati & Prasetya, 2021; Violita, 2020).

Similarly, motivation-based interventions are widely recognized as performance-enhancing mechanisms. Intrinsic motivation derived from meaningful work and personal fulfillment has been shown to exert a sustained positive effect on performance outcomes in public-sector institutions (Dirir, 2023; X. Han et al., 2023). Although extrinsic motivators such as financial incentives and job security remain influential, their

long-term effectiveness may be comparatively limited. Moreover, job satisfaction and organizational commitment mediate the relationship between motivation and performance, particularly when employees perceive recognition and fairness within the institution. Leadership support and professional development opportunities further reinforce motivational climates conducive to high performance (OHanlon et al., 2025).

Notwithstanding these contributions, significant empirical gaps persist in the KM performance literature, particularly in developing country contexts. Many studies adopt fragmented approaches, focusing on isolated KM components rather than comprehensive organizational frameworks (Lartey et al., 2020). Additionally, sector-specific investigations remain limited, with public enterprises outside health and urban contexts receiving insufficient scholarly attention. Cultural and institutional factors, which significantly influence KM implementation and employee behavior, are often underexplored. Furthermore, the predominance of cross-sectional designs restricts longitudinal insights into the sustained impact of KM practices (Salvatore et al., 2021). These gaps underscore the necessity of context-sensitive empirical studies within SOEs in developing economies.

Against this backdrop, the present study aims to examine the influence of knowledge management and work motivation on employee performance within a state-owned enterprise. By empirically testing the relationships among these variables, the study seeks to clarify whether KM and motivation function as complementary drivers of performance in a bureaucratic setting. The novelty of this research lies in its contextual focus on an Indonesian SOE and its examination of potential inconsistencies between theoretical expectations and empirical outcomes. Specifically, while prior literature predominantly suggests positive effects of KM and motivation on performance, contextual constraints may yield different patterns. The scope of the study is limited to analyzing direct effects within a single organizational setting using quantitative methods. Through this approach, the research contributes to the broader discourse on human resource management and organizational effectiveness in public-sector enterprises, offering both theoretical insights and practical implications for policy and managerial strategy.

Employee performance is a multidimensional construct central to Human Resource Management (HRM) scholarship. In organizational contexts, performance reflects the extent to which employees fulfill task responsibilities, contribute to organizational objectives, and support a productive work environment. Particularly in State-Owned Enterprises (SOEs), employee performance is strategically linked to organizational effectiveness, commitment, and service quality (Ardiyansah & Mon, 2023; Haerani et al., 2020). Empirical evidence suggests that performance is not merely an individual outcome but a systemic driver that shapes institutional sustainability.

Several theoretical frameworks guide the measurement and interpretation of employee performance. Social Exchange Theory (SET) posits that employment relationships are governed by reciprocal exchanges; employees reciprocate organizational support with enhanced performance. High-quality supervisor employee relationships, including those facilitated through enterprise social media, have been linked to improved performance outcomes. The Job Characteristics Model (JCM) further explains performance through intrinsic job attributes skill variety, task identity, task significance, autonomy, and feedback which stimulate psychological states conducive to high performance (Chin et al., 2023; Wulandari et al., 2023).

Goal Setting Theory (GST) emphasizes that specific and challenging goals enhance employee motivation and performance by directing effort and persistence. Complementing these perspectives, the Resource-Based View (RBV) conceptualizes human capital as a strategic resource that generates competitive advantage. Empirical findings confirm that high-performance work systems and human capital development significantly influence job performance (Emur et al., 2023).

Operationally, quantitative studies measure employee performance through several dimensions. Task performance includes quality and quantity of work, deadline adherence, and accuracy. Contextual performance encompasses organizational citizenship behaviors (OCB), rule compliance, and constructive feedback. Adaptive performance reflects flexibility and problem-solving capacity in dynamic environments. Additionally, affective commitment and job satisfaction serve as complementary indicators associated with performance outcomes (Njoroge et al., 2021).

Knowledge management (KM) has emerged as a strategic mechanism for enhancing employee and organizational performance. The Knowledge-Based View (KBV) positions knowledge as the most critical organizational resource, shaping capabilities and long-term competitiveness (Arief et al., 2023). Within this framework, effective KM practices knowledge acquisition, sharing, storage, and application strengthen employee competencies and problem-solving capacities.

KBV emphasizes that organizations capable of managing knowledge flows effectively can enhance both individual and collective performance. Encouraging internal and external knowledge dissemination fosters innovation and supports adaptive performance. Corporate learning initiatives grounded in KBV principles cultivate continuous skill development, engagement, and improved job outcomes (Y. Han et al., 2024).

In public-sector organizations, KM practices are associated with innovation facilitation and enhanced employee capabilities. A supportive organizational culture that promotes knowledge sharing contributes to higher

engagement and productivity. Furthermore, accessible knowledge systems improve decision-making processes, strengthening competitiveness in fluid environments (Ruslinawati & Prasetya, 2021).

Empirical studies predominantly report positive associations between KM practices and employee performance. Research in manufacturing and SME contexts demonstrates that knowledge acquisition and application significantly enhance performance metrics. Knowledge application often mediates the relationship between knowledge acquisition and performance, highlighting the importance of utilization rather than mere possession (Koliby et al., 2022).

However, contradictory findings also exist. Some studies indicate that KM initiatives may yield inconsistent results depending on contextual variables such as organizational culture, engagement levels, and structural alignment. If KM systems are perceived as bureaucratic or disconnected from operational realities, their potential benefits may diminish. Organizational structure and culture further moderate KM effectiveness, leading to differential performance impacts (Chesang, 2024).

In developing countries, empirical gaps remain significant. Existing research often lacks comprehensive frameworks integrating multiple KM components. Sector-specific analyses are limited, particularly outside urban and health systems. Moreover, socio-cultural and institutional factors influencing KM outcomes are underexplored. The predominance of cross-sectional designs further restricts longitudinal insights (Salvatore et al., 2021). These limitations underscore the need for context-sensitive investigations in SOEs within developing economies.

Work motivation constitutes another critical determinant of employee performance. Classical motivational theories provide explanatory frameworks for understanding performance improvement mechanisms. Maslow's Hierarchy of Needs suggests that satisfaction of lower-level needs enables employees to pursue higher-level aspirations, enhancing engagement and productivity. Herzberg's Two-Factor Theory distinguishes hygiene factors from motivators; addressing both reduces dissatisfaction and fosters performance (Pandya, 2024).

McClelland's Need Theory proposes that achievement, affiliation, and power needs influence employee behavior and performance, enabling organizations to align roles with individual motivational drivers. Expectancy Theory emphasizes that employees exert effort when they perceive a clear link between effort, performance, and rewards (Dede & Kuşakçı, 2022).

Empirical studies distinguish between intrinsic and extrinsic motivation. Intrinsic motivation rooted in personal fulfillment and meaning has been strongly associated with creativity, perseverance, and sustained performance. Extrinsic motivation, including financial incentives and recognition, can generate immediate performance improvements but may not ensure long-term engagement. Comparative analyses suggest that intrinsic motivation contributes more significantly to job satisfaction and retention, whereas extrinsic incentives produce quicker measurable outputs. Task characteristics and organizational context moderate these effects (Hashiguchi et al., 2020).

Within government-linked institutions, motivation influences job satisfaction, commitment, and collaborative effectiveness. Professional development opportunities and supportive leadership further enhance motivational climates conducive to high performance. The literature consistently highlights the strategic importance of employee performance and identifies knowledge management and work motivation as key explanatory variables. Theoretical frameworks such as KBV, SET, RBV, and motivational theories provide robust conceptual foundations. Empirical evidence largely supports positive relationships between KM, motivation, and performance. Nevertheless, contextual variability, sectoral limitations, and developing country dynamics introduce uncertainty into these relationships. Particularly in SOEs, bureaucratic culture and institutional constraints may shape outcomes differently from private-sector settings.

Therefore, despite substantial theoretical and empirical foundations, a gap persists in understanding how knowledge management and work motivation jointly influence employee performance within Indonesian state-owned enterprises. Addressing this gap contributes to refining HRM theory application in public-sector contexts and offers practical insights for enhancing organizational effectiveness.

2. METODE

This study adopts a quantitative explanatory research design to examine the influence of knowledge management and work motivation on employee performance. The explanatory approach is appropriate because the primary objective is to test hypothesized causal relationships among clearly defined variables using statistical procedures. In alignment with best practices in organizational behavior and HRM research, the study formulates explicit hypotheses prior to analysis to guide model specification and empirical testing (Oswald et al., 2020). The design is cross-sectional, with data collected at a single point in time from employees of a State-Owned Enterprise (SOE).

Multiple Linear Regression (MLR) is employed as the main analytical technique. MLR is widely used in HRM research to assess the simultaneous effects of multiple independent variables on a dependent variable (Albalas, 2025). In this study, knowledge management (X1) and work motivation (X2) are modeled as

predictors of employee performance (Y). The selection of MLR is theoretically grounded and consistent with the need to evaluate both partial and simultaneous effects of predictors.

The research was conducted at Perum BULOG Makassar Branch, a state-owned enterprise operating in the public distribution and logistics sector. SOEs represent a relevant institutional context because they combine public accountability with managerial performance demands.

The population consists of all employees working at the branch office. The total number of employees is 32 individuals. Given the relatively small population size, the study employs a saturated sampling (census) technique, in which all members of the population are included as respondents. This approach eliminates sampling bias and enhances internal validity by ensuring full population coverage.

Although small-sample studies may raise concerns about statistical power, transparent reporting and careful interpretation are recommended practices in such contexts (Lippolis et al., 2020). The census method mitigates sampling error and strengthens the reliability of the findings within the organizational setting studied.

The study operationalizes three main variables: knowledge management, work motivation, and employee performance. Employee performance (dependent variable) is conceptualized as the extent to which employees achieve expected work outcomes in terms of quality, quantity, timeliness, and responsibility. Consistent with HRM literature, performance indicators include task performance (quality and quantity of work), contextual performance (cooperation and adherence to rules), and adaptive capability (flexibility and problem-solving). These dimensions align with established measurement frameworks used in quantitative HRM studies (Gogia et al., 2024).

Knowledge management (independent variable X1) refers to organizational practices that facilitate knowledge acquisition, sharing, storage, and application. The operationalization reflects the Knowledge-Based View (KBV), which emphasizes knowledge as a strategic asset shaping employee capability and performance (Arief et al., 2023). Indicators include knowledge-sharing behavior, access to information, documentation systems, and utilization of knowledge in problem-solving.

Work motivation (independent variable X2) is defined as the internal and external forces that stimulate employee effort toward achieving organizational objectives. The measurement reflects motivational constructs derived from Maslow's hierarchy, Herzberg's two-factor theory, McClelland's need theory, and Expectancy Theory (Pandya, 2024). Indicators include recognition, job security, opportunities for advancement, meaningfulness of work, and perceived linkage between effort and reward.

All variables are measured using structured questionnaires based on a Likert scale ranging from strongly disagree to strongly agree. The use of standardized scales enhances comparability and reliability. Primary data were collected through questionnaires distributed directly to all employees. In addition, observational notes and documentation review were used to complement survey responses and strengthen contextual understanding.

Before full data collection, the instrument underwent preliminary review to ensure clarity and content validity. Conducting such preliminary evaluation aligns with recommended practices in small-sample quantitative studies to reduce measurement error and enhance instrument reliability (Gichira et al., 2023).

Data quality procedures included screening for incomplete responses and checking for extreme outliers. Data cleaning is essential in regression-based research because outliers and missing values can distort parameter estimates (Oswald et al., 2020).

Ensuring statistical validity and reliability is particularly important in small-sample research. Reliability testing was conducted using Cronbach's alpha to evaluate internal consistency. A Cronbach's alpha coefficient exceeding accepted thresholds indicates that items consistently measure the same construct.

Validity testing included content validity and construct validity procedures. Content validity was assessed by ensuring that questionnaire items reflect theoretical dimensions derived from prior literature (Gichira et al., 2023). Construct validity was evaluated through item-total correlations to confirm that each item contributes meaningfully to the underlying construct.

Transparent reporting of measurement quality aligns with best practices for ensuring statistical rigor in HRM research (Lippolis et al., 2020).

The regression model is specified as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \varepsilon$$

Where:

Y = Employee Performance

X1 = Knowledge Management

X2 = Work Motivation

β_0 = Intercept

β_1, β_2 = Regression Coefficients

ε = Error Term

Model specification was guided by theoretical justification and prior empirical studies. Including both predictors simultaneously reduces omitted variable bias and allows assessment of partial effects. Interaction

terms were not included because the primary objective was to assess direct effects; however, literature suggests that interaction modeling may be considered in future research.

Regression analysis requires adherence to classical assumptions to ensure valid inference (Dickey et al., 2022).

1. Normality

Normality of residuals was assessed through visual inspection (histograms and Q-Q plots) and statistical testing. When necessary, transformations may be considered to correct non-normal distributions.

2. Multicollinearity

Variance Inflation Factor (VIF) values were calculated to detect multicollinearity. A VIF exceeding recommended thresholds would indicate potential redundancy among predictors. Correlation matrices were also examined.

3. Heteroscedasticity

Residual plots were inspected to identify patterns indicating unequal variance. The Breusch-Pagan approach can be used to test heteroscedasticity formally. If heteroscedasticity is detected, robust standard errors may be considered to improve estimation reliability.

By systematically testing these assumptions, the study enhances statistical validity and ensures that regression coefficients are interpretable and unbiased.

simultaneous effects. Statistical significance was evaluated using conventional alpha levels. In interpreting results, both statistical and practical significance were considered, consistent with HRM research standards (Asamoah-Appiah et al., 2024).

Unstandardized coefficients were used to interpret the direct impact of predictors on employee performance. The magnitude and direction of coefficients provide insight into whether knowledge management and motivation enhance or reduce performance.

Participation in the study was voluntary, and confidentiality of responses was maintained. Data were analyzed in aggregate form to ensure anonymity.

Given the small population size and single organizational context, generalizability is limited. Transparent acknowledgment of such constraints aligns with recommended reporting practices for small-sample quantitative studies. Nevertheless, the census approach strengthens internal validity and provides comprehensive insight into the studied organization.

In summary, the methodology integrates rigorous quantitative procedures, adherence to regression best practices, and transparent reporting standards to ensure credible and replicable findings within an HRM research framework.

3. HASIL DAN PEMBAHASAN

This study involved the entire population of employees at Perum BULOG Makassar Branch (N = 32). The use of a census approach ensured full representation of the organizational unit and eliminated sampling bias within the branch. Although the sample size is relatively small, the inclusion of all employees enhances internal validity and allows comprehensive assessment of relationships within the organizational setting. Nevertheless, as emphasized in HRM research, small sample sizes may influence statistical power, estimate stability, and generalizability (Kippersluis et al., 2023). These considerations are addressed in the interpretation of findings.

Descriptive statistics indicated moderate to high mean scores for work motivation and employee performance, while knowledge management practices showed greater variability across respondents. This variation suggests that employees may perceive differences in access to knowledge-sharing mechanisms, documentation systems, and utilization practices.

3.1. Instrument Reliability and Validity

Prior to hypothesis testing, reliability and validity of the measurement instruments were assessed. Cronbach's alpha values for knowledge management, work motivation, and employee performance exceeded accepted thresholds, indicating internal consistency. Construct validity was supported through satisfactory item-total correlations.

Ensuring measurement reliability is critical in small-sample regression studies, as measurement error may distort regression coefficients and generate theoretically inconsistent results. The acceptable reliability results reduce the likelihood that subsequent findings are artifacts of flawed measurement.

3.2. Testing Classical Regression Assumptions

Before estimating the regression model, classical assumptions were evaluated to ensure the validity of inference.

3.2.1. Normality

Normality of residuals was examined using visual inspection of histograms and Q-Q plots, complemented by statistical testing. Residual distributions appeared approximately symmetric around zero, and no severe deviations from normality were detected. As noted in methodological literature, both visual inspection and formal tests (e.g., Shapiro-Wilk) are recommended for validating normality (Collyer, 2024). The results indicate that the assumption of normality is reasonably satisfied.

3.2.2. Multicollinearity

Multicollinearity was assessed using Variance Inflation Factor (VIF) statistics and correlation matrices. VIF values were below critical thresholds, suggesting that knowledge management and work motivation do not exhibit problematic collinearity. This is important because high multicollinearity can distort coefficient signs and magnitudes, potentially leading to misleading interpretations (Newbery & Lingenfelder, 2022).

3.2.3. Heteroscedasticity

Heteroscedasticity was evaluated through residual plots and formal testing procedures. The scatterplot of standardized residuals against predicted values showed random dispersion without systematic patterns, supporting the assumption of homoscedasticity. The Breusch-Pagan framework suggests that absence of significant variance patterns strengthens model validity (Narindrangkura et al., 2023). Therefore, the regression estimates are considered robust under classical assumptions.

3.3. Regression Model Estimation

The multiple linear regression model was specified as:

$$Y = 7.956 - 1.014X_1 + 1.417X_2$$

Where:

Y = Employee Performance

X₁ = Knowledge Management

X₂ = Work Motivation

The model's F-statistic was 3.823 with a significance level of $p = 0.034$, indicating that knowledge management and work motivation jointly influence employee performance at the conventional $\alpha = 0.05$ threshold. In accordance with international reporting standards, such results may be presented as $F(df_1, df_2) = 3.823, p = .034$, demonstrating statistical significance.

3.4. Hypothesis Testing

3.4.1. Partial Effects (t-tests)

The t-test results revealed distinct patterns for each predictor.

Knowledge management (X₁) produced a coefficient of -1.014 with $t = -2.517$ and $p = 0.018$, indicating a statistically significant negative relationship with employee performance at $\alpha = 0.05$ (Karoui & Nguyen, 2022). This finding contradicts theoretical expectations derived from the Knowledge-Based View (Arief et al., 2023; Ong & Tan, 2021) and empirical studies that typically report positive associations (Koliby et al., 2022).

Work motivation (X₂) yielded a coefficient of 1.417 with $t = 2.721$ and $p = 0.011$, demonstrating a statistically significant positive relationship with employee performance. This result aligns with motivational theories and empirical findings suggesting that both intrinsic and extrinsic motivation enhance performance outcomes. In accordance with APA reporting standards, results may be expressed as: knowledge management significantly predicted performance, $t(df) = -2.517, p = .018$; work motivation significantly predicted performance, $t(df) = 2.721, p = .011$.

3.4.2. Simultaneous Effect (F-test)

The F-test indicates that the overall regression model is statistically significant at $\alpha = 0.05$. Presenting F-statistics alongside p-values enhances transparency and replicability (Hauser & Booth, 2021). The joint influence suggests that the two predictors collectively explain a meaningful proportion of performance variance, even though their directional effects differ.

3.4.3. Effect Size Evaluation

Beyond statistical significance, effect size provides insight into practical relevance. Using Cohen's f^2 ($f^2 = R^2 / (1 - R^2)$) is recommended for regression contexts. Although the model demonstrates statistical

significance, the magnitude of explained variance appears moderate, suggesting that additional organizational variables may contribute to performance outcomes.

In small-sample regression studies, effect size interpretation must be cautious because unstable estimates may inflate or deflate observed magnitudes. Reporting confidence intervals alongside coefficients enhances transparency (Pechlivanis et al., 2020). While this study relies on classical NHST, bootstrap or Bayesian approaches could further strengthen inference in future research ((Leonard, 2024).

3.4.4. Interpreting the Unexpected Negative Coefficient of Knowledge Management

The negative coefficient for knowledge management warrants careful interpretation. When regression analysis yields unexpected signs, contextual and methodological explanations should be explored (Bajaj, 2022).

First, contextual factors may explain the inverse relationship. Knowledge management initiatives may be perceived as bureaucratic or administratively burdensome, thereby reducing perceived performance efficiency. Similar inconsistencies have been observed when HR initiatives are misaligned with operational realities (Alonso et al., 2025).

Second, specification issues could contribute. Omitted variables such as organizational culture or leadership style may moderate the relationship, and their exclusion may bias coefficient direction (Martinez & Salgado, 2021). Confounding variables affecting both KM practices and performance may produce spurious associations (Kaufmann, 2024).

Third, non-linear relationships may exist. The linear assumption of MLR may not capture threshold effects whereby moderate KM improves performance but excessive proceduralization reduces flexibility (Ojbanire & Idowu, 2023).

Fourth, sample characteristics may influence results. Findings derived from a single SOE branch may reflect localized institutional dynamics rather than generalizable patterns (Andersen et al., 2021).

Despite the negative direction, the magnitude remains meaningful and highlights areas requiring managerial attention rather than dismissal of KM initiatives (Feng, 2024).

3.5 Discussion

The present study aimed to examine the influence of knowledge management and work motivation on employee performance within a State-Owned Enterprise (SOE). The findings reveal a statistically significant positive effect of work motivation on employee performance, while knowledge management demonstrates a statistically significant but negative relationship with performance. These results provide both theoretical affirmation and empirical divergence, thereby offering important insights into HRM dynamics within public-sector organizations.

The positive relationship between work motivation and employee performance is consistent with established motivational theories and empirical evidence. Classical theories such as Maslow's hierarchy of needs and Herzberg's two-factor theory suggest that when employees' psychological and professional needs are fulfilled, their engagement and productivity increase (Pandya, 2024; Turachma & Hendarsjah, 2021). Expectancy Theory further explains that employees are motivated when they perceive a clear linkage between effort, performance, and reward (Dede & Kuşakçı, 2022; Bernd et al., 2022). The empirical support observed in this study aligns with findings indicating that intrinsic motivation enhances creativity and sustained performance (Khayat et al., 2024; Jnaneswar & Ranjit, 2022), while extrinsic incentives can produce measurable improvements in output when properly structured (Kumari et al., 2021; Amihere, 2020).

Within government-linked institutions, motivation has been linked to job satisfaction, organizational commitment, and collaborative effectiveness (Han et al., 2023; Suartama et al., 2024; Moye-Holz et al., 2020). In the context of an SOE, where hierarchical structures and formal procedures are prevalent, motivational mechanisms appear to play a compensatory role in sustaining employee engagement. This finding reinforces prior evidence that employee performance in SOEs is strengthened through strategic HR practices such as training and development and supportive leadership (Umar et al., 2020; Khan, 2024). Therefore, the positive effect of motivation observed in this study confirms the centrality of motivational strategies in enhancing performance within bureaucratic institutions.

In contrast, the negative and significant relationship between knowledge management and employee performance deviates from dominant theoretical expectations grounded in the Knowledge-Based View (Arief et al., 2023; Ong & Tan, 2021). Most empirical studies suggest that effective KM practices enhance employee capabilities, innovation, and performance outcomes (Koliby et al., 2022; Sahibzada & Mumtaz, 2023; Isa & Muafi, 2022; Mertiningsih et al., 2024). However, the unexpected negative coefficient necessitates careful contextual and theoretical interpretation.

Several organizational factors may explain why KM practices could adversely affect performance in certain contexts. Ineffective implementation is one plausible explanation. If employees are insufficiently

trained in utilizing KM systems, frustration and reduced productivity may result (Dongo, 2024). Similarly, unclear KM processes can generate confusion regarding expectations and procedures, thereby hindering performance (Chidiadi, 2024). These implementation challenges may be particularly salient in public-sector organizations where formalized procedures dominate daily operations.

Organizational culture also plays a critical moderating role. In environments characterized by limited openness or fear of negative repercussions, employees may hesitate to share knowledge, reducing the effectiveness of KM initiatives (Erandi & Sachitra, 2021; Alva & Poves, 2023). Bureaucratic culture, defined by rigid hierarchies and strict procedural adherence, may further restrict communication and innovation (Rumijati et al., 2024; Hussain et al., 2020). When KM initiatives are perceived as additional administrative burdens rather than strategic tools, employee resistance may emerge (Barigayomwe & Asimwe, 2024). Such resistance can undermine engagement and contribute to reduced performance outcomes (Shaik et al., 2023; Sivagnanam et al., 2022).

Inadequate technological support may also contribute to the observed negative relationship. Outdated systems or poorly integrated KM tools can complicate workflows and increase cognitive load (Al-Dmour et al., 2022; Iqbal, 2023). Information overload represents another potential mechanism; excessive or poorly structured information may reduce decision-making efficiency and impair productivity (Keter et al., 2023). These explanations suggest that the effectiveness of KM is contingent upon organizational alignment, cultural readiness, and technological adequacy.

From a theoretical perspective, inconsistencies between empirical findings and established theory can arise due to contextual factors, measurement issues, and complex interactions (Al-Qaralleh & Atan, 2021; Agirre-Aramburu et al., 2024). Emerging economy contexts, such as Indonesia, may present institutional and cultural characteristics that alter theoretical expectations. Cultural norms emphasizing hierarchy and deference may influence knowledge-sharing behaviors, thereby moderating KM–performance relationships (Rani et al., 2023). Institutional constraints may further shape how employees perceive and engage with KM systems (Shehu-Usman et al., 2024).

Measurement inconsistencies may also contribute to theoretical divergence. If KM constructs are operationalized differently from prior studies, results may not align with established predictions (Bayo-Moriones & Bello-Pindado, 2021; Haq et al., 2022). Additionally, linear regression models may fail to capture non-linear dynamics or interaction effects (Runhaar et al., 2024; Lee et al., 2022). It is plausible that KM exhibits threshold effects, where moderate implementation enhances performance, but excessive proceduralization reduces flexibility and efficiency.

Methodological considerations must also be acknowledged. Small sample sizes may produce unstable coefficient estimates, potentially amplifying unexpected relationships (Zhang et al., 2021; Yasir & Majid, 2020). While the census approach strengthens internal validity, generalizability remains limited. These methodological realities underscore the need for cautious interpretation.

Despite the negative coefficient, the magnitude and statistical significance of the KM variable suggest that it remains an influential organizational factor. Rather than dismissing KM initiatives, organizations should consider managerial strategies to enhance their effectiveness. Establishing a knowledge-sharing culture through open communication and recognition systems can promote engagement (Alvarenga et al., 2020; Larsson et al., 2021). Comprehensive training programs and user-friendly technological tools are essential for improving system utilization (Mahula et al., 2024; Wranik et al., 2023). Clear strategic alignment between KM objectives and organizational goals further strengthens implementation (Nguyen et al., 2020). Transformational leadership support can reinforce KM initiatives and encourage participatory behavior (Nadison & Elezi, 2022). Continuous feedback mechanisms ensure iterative improvement (Fischer & Schott, 2020).

Finally, the broader motivation–performance relationship in emerging economies must be contextualized within economic and cultural realities. Economic stability, career advancement opportunities, and leadership styles significantly shape motivational dynamics (Livera, 2021; Riaz et al., 2024; Shea et al., 2021). Recognizing these contextual influences enables public institutions to design HRM strategies tailored to local conditions.

In summary, this study contributes to the literature by revealing nuanced relationships between knowledge management, work motivation, and employee performance in an SOE context. While motivation confirms its positive and robust association with performance, KM demonstrates context-dependent effects shaped by cultural, institutional, and implementation factors. These findings highlight the importance of aligning KM initiatives with organizational culture, technological capacity, and motivational systems. Future research should explore moderating variables, longitudinal dynamics, and larger samples to deepen understanding of these complex interactions.

4. KESIMPULAN

This study examined the effects of knowledge management and work motivation on employee performance within a State-Owned Enterprise (SOE) context. Using multiple linear regression analysis on

census data collected from employees of Perum BULOG Makassar Branch, the findings reveal two principal results. First, work motivation demonstrates a positive and statistically significant influence on employee performance. Second, knowledge management exhibits a statistically significant but negative relationship with employee performance. Simultaneously, both variables jointly contribute to explaining variations in performance outcomes.

The positive impact of work motivation confirms the relevance of classical and contemporary motivational theories in public-sector organizations. Employees who perceive meaningful work, recognition, and fair reward systems tend to exhibit higher levels of performance. This reinforces the argument that motivational mechanisms both intrinsic and extrinsic remain central drivers of productivity, engagement, and organizational commitment in bureaucratic settings. In the context of SOEs, where structural rigidity may limit flexibility, strengthening motivational systems appears to be a strategic lever for improving performance outcomes.

The negative relationship between knowledge management and employee performance represents the most distinctive finding of this study. While the Knowledge-Based View and prior empirical research generally predict positive effects of knowledge management practices on performance, the present findings suggest that such outcomes are highly context-dependent. Ineffective implementation, inadequate technological support, cultural resistance, bureaucratic rigidity, or information overload may transform knowledge management initiatives into administrative burdens rather than performance-enhancing mechanisms. Therefore, the study highlights that knowledge management does not automatically generate positive outcomes; its effectiveness depends on alignment with organizational culture, leadership support, clarity of processes, and employee readiness.

Theoretically, this study contributes to the existing body of knowledge by demonstrating that the relationship between knowledge management and performance is not universally positive. It supports the growing argument that contextual factors particularly those characteristic of emerging economies and public-sector institutions moderate HRM-performance linkages. By empirically identifying a negative association in a specific institutional context, the study encourages refinement of the Knowledge-Based View through greater attention to implementation quality, bureaucratic culture, and organizational readiness. Furthermore, the results reinforce the robustness of motivational theories across contexts, confirming that motivation-performance relationships remain consistent even when other organizational mechanisms yield unexpected effects.

Methodologically, the research contributes by applying regression-based analysis within a small-population SOE setting using a census approach. Although limited in generalizability, the comprehensive inclusion of all employees strengthens internal validity and provides a detailed organizational snapshot. The findings underscore the importance of evaluating both statistical significance and contextual interpretation when unexpected coefficients emerge in HRM research.

From a managerial perspective, the implications are clear. SOEs should prioritize strengthening motivational systems, including recognition, career development opportunities, and transparent reward structures. At the same time, knowledge management initiatives must be carefully designed, integrated into daily workflows, and supported by appropriate training and technology. Leaders play a critical role in fostering a culture of openness and collaboration to ensure that knowledge-sharing systems function as performance enablers rather than procedural constraints.

Despite its contributions, the study has limitations that open avenues for further research. The small sample size and single-organization focus limit external validity. Future research should replicate the model across multiple SOEs or public-sector institutions to assess generalizability. Longitudinal designs would provide deeper insights into how knowledge management and motivational practices influence performance over time. Additionally, future studies should explore moderating and mediating variables such as organizational culture, leadership style, technological readiness, and employee engagement to better understand the mechanisms underlying the observed relationships. Non-linear modeling approaches may also help clarify whether knowledge management effects vary at different levels of implementation intensity.

In conclusion, this study offers meaningful theoretical and practical insights into the dynamics of employee performance in public-sector organizations. It demonstrates that while work motivation remains a consistent and positive driver of performance, knowledge management requires contextual alignment and effective implementation to achieve its intended benefits. By illuminating these nuanced relationships, the study contributes to advancing HRM scholarship and provides actionable guidance for improving organizational effectiveness within State-Owned Enterprises.

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