



Utilization of Tacit and Explicit Knowledge in the New Employee Adaptation Process to Support Organizational Sustainability at PT Modern Plasindo Mutiara

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Abstract. The effective implementation of knowledge management plays a role in improving organizational performance, innovation, and service quality through knowledge transfer between generations of employees. This study aims to analyze the implementation of tacit and explicit knowledge, identify obstacles, and formulate efforts to optimize knowledge management in supporting new employee adjustment and organizational sustainability at PT. Modern Plasindo Mutiara. This study uses a descriptive qualitative approach with primary data sources obtained through interviews and secondary data from various written sources and relevant documentation. The study involved 8 informants selected using purposive sampling techniques based on criteria. Data analysis was conducted using the SECI and Miles–Huberman models to understand the process of knowledge sharing and adaptation of new employees. The results show that the implementation of tacit and explicit knowledge in the adjustment of new employees at PT. Modern Plasindo Mutiara is carried out through a combination of direct experience, informal guidance, and structured documentation and work procedures. The main obstacles to the implementation of both types of knowledge include a suboptimal documentation system, a mismatch between SOPs and field practices, and limited mechanisms for structured experience sharing. Optimizing tacit and explicit knowledge is a strategic step to strengthen the adaptation of new employees and support organizational sustainability, which is carried out through strengthening mentoring, developing a culture of experience sharing, and training based on observation and direct practice so that senior employees' work experience can be transferred effectively. This study emphasizes the importance of integrating tacit and explicit knowledge in the adaptation of new employees, through the role of mentoring, direct learning, and documentation that aligns with work practices in supporting organizational sustainability.

Keywords: Employee Adaptation; Explicit Knowledge; Knowledge Management; Organizational Sustainability; Tacit Knowledge.

1. INTRODUCTION

Organizational sustainability is a crucial aspect in the modern business context because it has a significant impact on the economy, society, and the environment, and is highly dependent on the strategic role of human resources as drivers of innovation and achievement of organizational goals (Sartika, 2024). Company performance is greatly influenced by the active role of HR, so the development of HR capabilities needs to be supported so that they can contribute optimally to company goals (Suryadi, 2024). One strategy that can be implemented is Knowledge Management (KM), which helps improve employee performance by utilizing tacit and explicit knowledge and encouraging employee engagement with the organization (Kawiana et al., 2024).

A crucial aspect of knowledge management is the transfer of knowledge between generations of employees, particularly in the context of new employee recruitment, where knowledge sharing is key to success, influenced by individual, organizational, and technological factors (Aprilyandini et al., 2025). The implementation of knowledge sharing is

also beneficial in strengthening relationships between senior and new employees, thus supporting the work adaptation process and organizational sustainability (Manek & Alhafidz, 2024).

PT. Modern Plasindo Mutiara as a company engaged in the industrial and trade sector for production results has not implemented formal Key Performance Indicators (KPI), so that performance assessments are more based on disciplined absences and the provision of rewards and sanctions. In addition, the turnover of employees requires the company to recruit new employees who need time to adapt to the organizational culture and work systems, so that the use of tacit and explicit knowledge is important to support the adaptation process and sustainability of the organization. The number of employees who resigned and the number of new employees who joined PT. Modern Plasindo Mutiara.

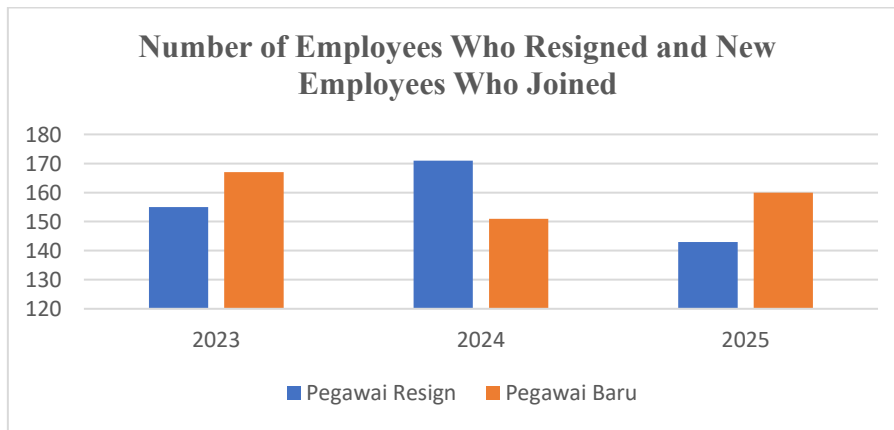


Figure 1. Data on the number of employees who resigned and New Employees Joining.
Source: Processed by Researchers.

Based on data from 2023–2025, PT. Modern Plasindo Mutiara experienced fluctuating workforce dynamics, where in 2023 155 employees resigned and 167 new employees joined, in 2024 the number of resignations increased to 171 people while new employees decreased to 151 people, and in 2025 conditions improved with a decrease in resignations to 143 people and an increase in new employees to 160 people, which shows the company's efforts to reduce turnover and improve the recruitment and adaptation process for new employees. This is as seen in the table below regarding the calculation of the turnover rate at PT. Modern Plasindo Mutiara.

Table 1. Employee Turnover Ratio and Its Impact on Productivity in 2023–2025.

Year	Total Employees	Employee Resigns	Turnover Ratio (%)	New Employee	Average Productivity	Information
2023	961 person	155 people	16.12%	167 people	62,998 kg/day	Team productivity had decreased due to the high rate of employee turnover and the process of adaptation was not optimal.

2024	941 person	171 people	18.17%	151 people	61,686 kg/day	High turnover rates cause disruptions to work continuity and reduce efficiency in some divisions.
2025	958 person	143 people	14.93%	160 people	68,291 kg/day	Employee retention is improving and new employees are adapting more quickly, so productivity is showing a positive trend.

Source: Processed by Researchers.

Employee data at PT. Modern Plasindo Mutiara for the period 2023–2025 shows fluctuations in turnover. In 2023, out of a total of 961 employees, 155 resigned, with a turnover ratio of 16.12%. This condition resulted in a decrease in team productivity to 62,998 kg/day due to high employee turnover and a less than optimal adaptation process. In 2024, the total number of employees decreased to 941, while the number of resignations increased to 171, with a turnover ratio of 18.17%. Productivity decreased to 61,686 kg/day. The high employee turnover rate that year disrupted work continuity and hampered efficiency in several divisions. Meanwhile, in 2025, the total number of employees increased again to 958, with a total of 143 resignations and a turnover ratio of 14.93%. Work productivity increased to 68,291 kg/day. This condition indicates a revision in terms of retention, where new employee adaptation is taking place more quickly and organizational productivity is starting to show a positive upward trend.

Although the number of employee resignations has decreased and the turnover rate has shown a positive trend, employee turnover continues to pose challenges for companies. New employees need time to adjust to the organization's culture, work systems, and internal processes. This slow adaptation impacts initial employee productivity, reduces work unit performance, and creates a gap between company expectations and actual results. The adaptation process for new employees is further complicated by the tacit knowledge held by senior employees, including practical skills, work experience, and how to deal with certain situations, which is difficult to learn solely from documents. Explicit knowledge in the form of SOPs, work guidelines, and operational manuals is available, but is often difficult to understand or implement without direct guidance. Furthermore, not all senior employees are willing or able to share knowledge effectively, and company documents are not always updated to reflect evolving organizational and technological needs.

Therefore, the effective utilization of tacit and explicit knowledge is very important so that new employees can adapt more quickly, productivity increases and the organization remains competitive, and maintains sustainability. This study was conducted with the aim of

examining the utilization of tacit and explicit knowledge in the adjustment of new employees to support organizational sustainability at PT. Modern Plasindo Mutiara. The results of the study are expected to provide an empirical picture of the importance of knowledge management in the adaptation process of new employees and become strategic recommendations for companies in building competitive and sustainable human resources. Researchers in this case are interested in conducting research with the title "Utilization of Tacit and Explicit Knowledge in the Adaptation Process of New Employees to Support Organizational Sustainability at PT Modern Plasindo Mutiara".

2. LITERATURE REVIEW

Knowledge Management Theory

Knowledge Management (KM) is a systematic approach in managing organizational knowledge through the process of creating, storing, sharing, and utilizing knowledge to improve performance, innovation, and sustainable competitive advantage (Basuki, Widyanti & Mursanto, 2021). Knowledge is understood as a collection of insights, experiences, and procedures that guide the thinking, behavior, and decision-making of individuals in an organization (knowledge, insight, experience, and procedure) (Van Der Spek & Spijkervet in (Utami, et al., 2022). KM is carried out through three main activities, namely knowledge acquisition, knowledge sharing, and knowledge utilization, which are supported by synergy between people, processes, and technology (Islamy, Andriani & Nurjaman, 2021).

Conceptually, knowledge in an organization is divided into two main types: tacit knowledge and explicit knowledge. Tacit knowledge is personal, intuitive, and experience-based, making it difficult to codify and transfer formally, yet crucial for problem-solving, decision-making, and work adaptation (Jufendri et al., 2023). Conversely, explicit knowledge is knowledge that has been formally documented in manuals, standard operating procedures, reports, and digital archives, making it easily accessible and shared with organizational members, especially new employees (Nuringtyas & Susanto, 2022).

The knowledge conversion process between tacit and explicit knowledge is explained through the SECI model, which consists of socialization, externalization, combination, and internalization. This model illustrates the dynamics of knowledge creation through social interaction and continuous learning within an organization (Desyana & Ganggi, 2022). In the context of new employee adaptation, KM plays a strategic role in accelerating the learning process, minimizing knowledge loss due to turnover, and maintaining the sustainability of

organizational operations through structured and systematic knowledge sharing practices (Pradana & Perkasa, 2024).

Employee Performance

Employee performance is defined as the work results achieved by individuals or groups within an organization, both in terms of quality and quantity, in accordance with established responsibilities and standards (Mangkunegara 2019). Performance reflects the level of employee contribution to achieving organizational goals and is an indicator of the success of work processes carried out effectively, legally, and in accordance with norms and ethics (Afandi 2018). Thus, performance is not only oriented towards the final result, but also on the process of carrying out work that involves working time, cooperation, and discipline (Sunarto & Abidin, 2024).

Employee performance is influenced by individual and organizational environmental factors. Individual factors include ability, integrity, motivation, and work concentration, while organizational environmental factors include task clarity, communication patterns, leadership support, work climate, and the availability of adequate work facilities (Mangkunegara 2019). Performance assessments are needed as a basis for managerial decisions, such as awarding rewards, career development, and increasing employee work motivation (Rivai 2016).

Employee performance is generally measured through several key indicators, including the quality and quantity of work output, timeliness, effectiveness, efficiency, discipline, and initiative in completing tasks (Afandi 2018). These indicators are used to assess the extent to which employees are able to optimally carry out their roles in supporting the achievement of organizational goals and sustainability.

Organizational Sustainability

Organizational sustainability refers to an organization's ability to maintain its existence and performance in the long term through effective resource management, particularly human resources as a determining factor in achieving organizational goals (Hasibuan, Handoko & Fahlevi, 2023). Organizational commitment plays a crucial role in sustainability because it reflects employees' desire to remain part of the organization, which directly impacts organizational performance, loyalty, and stability (Natoil, Hartarini & Warsilan, 2023).

Facing environmental dynamics and increasingly fierce competition, organizations are required to improve quality, efficiency, and adaptability to change. Quality control management and strategy evaluation are crucial elements in ensuring the successful implementation of policies and the achievement of an organization's strategic goals (Agusnawati et al., 2024). Furthermore, the concept of a learning organization emphasizes the

importance of continuous learning at the individual, group, and organizational levels to foster innovation, openness, and the organization's ability to respond adaptively to change (Prasetyo & Salabi, 2022).

Organizational development is a planned and ongoing effort to improve organizational effectiveness through systematic changes encompassing the structure, processes, and behavior of organizational members. This effort aims to strengthen the organization's ability to face challenges, build harmonious working relationships, improve communication, and create more effective problem-solving skills to maintain organizational sustainability (Ishiqah Ramadhany Putri & Ningrum Fauziah Yusuf, 2022).

3. RESEARCH METHODS

This study uses a descriptive qualitative approach to deeply understand the use of tacit and explicit knowledge in the adjustment process of new employees at PT. Modern Plasindo Mutiara. Data were collected through observation, in-depth interviews, and documentation of eight (8) purposively selected informants, consisting of senior employees, new employees, and managerial parties. Data analysis was carried out inductively by referring to the SECI model (Socialization, Externalization, Combination, and Internalization) and the Miles and Huberman analysis model which includes data reduction, data presentation, and drawing conclusions. Data validity was maintained through credibility, transferability, dependability, and confirmability tests with source and method triangulation techniques. This approach allows researchers to reveal the forms of application, obstacles, and efforts to optimize knowledge sharing in supporting the adaptation of new employees and organizational sustainability.

4. RESULT AND DISCUSSION

Forms of Tacit and Explicit Knowledge Application in the New Employee Adjustment Process at PT. Modern Plasindo Mutiara

Tacit and explicit knowledge are two key elements in Knowledge Management that complement each other in supporting the learning and adaptation process of new employees. Tacit knowledge is personal, experience-based, intuitive, and difficult to document, but plays a crucial role as a source of innovation, creativity, and organizational adaptability (Atmojo & Gunawan, 2025). Conversely, explicit knowledge is formal, structured, and easily documented and disseminated through various media such as SOPs, work manuals, safety guidelines, and organizational databases (Atmojo & Gunawan, 2025).

The design results show that PT. Modern Plasindo Mutiara implements explicit knowledge through the provision of SOPs, safety guidelines, work manuals, quality documents, and operational checklists available in both printed and digital formats. These documents are designed as primary references for new employees to understand workflows, operational standards, and safety procedures before engaging directly in production activities.

Interviews with managerial informants revealed that these written documents serve as initial learning tools for new employees before they begin working in the field. Informants stated that SOPs and work manuals serve as basic guidelines to help new employees understand applicable work standards.

"New employees are usually directed to read the SOP and work guide first so they know the work flow and safety standards."

Tacit knowledge is applied through direct mentoring by senior employees, on-the-job training, work demonstrations, and daily work interactions. Through these mechanisms, new employees gain an understanding of unwritten knowledge, such as work tricks, how to troubleshoot machine problems, quick decision-making, and effective communication patterns in the workplace (Lestyowati, 2023).

Interviews with supervisors and new employees revealed that direct mentoring from seniors significantly facilitated job understanding. New employees stated that much practical knowledge can only be understood through hands-on examples in the field.

"If it's explained while practicing, it's quicker to understand than just reading the SOP."

The integration of tacit and explicit knowledge is carried out in parallel. New employees are first provided with written guidelines as a conceptual foundation, then enter a practical learning phase through mentoring from seniors. This combination accelerates the adaptation process, increases new employees' confidence, and ensures the development of more comprehensive work competencies.

Based on the interview results, it can be concluded that the implementation of tacit and explicit knowledge at PT. Modern Plasindo Mutiara has been complementary. Explicit knowledge serves as a foundation for initial understanding, while tacit knowledge strengthens the practical skills of new employees, allowing for a more effective work adjustment process.

Obstacles Faced in the Application of Tacit and Explicit Knowledge to Support New Employee Adjustment at PT. Modern Plasindo Mutiara

The design results identified that barriers to implementing tacit and explicit knowledge primarily arise from the differing characteristics of the two types of knowledge. Explicit knowledge is relatively easy to transfer through formal documents, but its effectiveness is

limited when the language of the documents is overly technical, lacks visualization, and does not fully reflect actual work conditions.

Interviews revealed that new employees still have difficulty understanding some SOP documents due to the use of technical terms and the lack of visual examples. This situation means that new employees still need additional explanations from seniors.

“Some of the SOPs are quite technical in language, so they still need to be explained in person.”

Meanwhile, tacit knowledge faces barriers stemming from communication and social interaction. Time constraints from seniors, differences in communication styles, pressure from production targets, and new employees' reluctance to ask questions are key obstacles to knowledge transfer (Gunawan & Kurniawan, 2020).

Interviews with supervisors revealed that mentoring often occurs on-the-job, so it's not always structured. Furthermore, new employees sometimes hesitate to ask questions during busy production times.

“The mentoring is usually on-the-go, so the explanations are sometimes quick due to production targets.”

Based on the interview results, it can be concluded that the main obstacles in implementing tacit and explicit knowledge come from time constraints, lack of mentoring structure, and differences in the ability of new employees to understand written documents, which have the potential to slow down the work adaptation process.

Efforts to Optimize the Utilization of Tacit and Explicit Knowledge to Support Organizational Sustainability at PT. Modern Plasindo Mutiara

Efforts to optimize the use of tacit and explicit knowledge focus on integrating formal documentation systems with direct mentoring practices. Regarding explicit knowledge, the company regularly updates SOPs, simplifies document language, adds visual illustrations, uses real-world case studies, and adapts procedures to field conditions.

The results of interviews with management showed that updating work documents was carried out to make it easier for new employees to understand procedures and reduce work errors.

"We have updated our SOP to make it easier to understand and more responsive to field conditions."

In terms of tacit knowledge, the company strengthens its mentoring system through senior mentoring, regular briefings, and sharing sessions between employees to create an open and collaborative work environment.

Interviews with supervisors and new employees showed that open communication and ongoing mentoring helped increase new employees' confidence and job readiness.

"If communication is open, new employees adapt more quickly."

The interview results show that optimizing tacit and explicit knowledge in an integrated manner is able to support the formation of new employee competencies and contribute to organizational sustainability by improving the quality of learning and performance stability.

Discussion

Forms of Tacit and Explicit Knowledge Application in the New Employee Adjustment Process at PT. Modern Plasindo Mutiara

The new employee adjustment process is a strategic phase in ensuring the successful adaptation of individuals to the work system and organizational culture (Putra & Utomo, 2025). From a knowledge management perspective, the effectiveness of this process is greatly influenced by the organization's ability to integrate explicit and tacit knowledge in a balanced manner. Explicit knowledge serves as a formal basis through written procedures, while tacit knowledge complements it through work experience and direct learning in the field (Adinegoro, 2022). This can be seen in the following table when comparing employee movement data for 2023–2025.

Table 2. Employee Movement 2023–2025.

Year	January 1st	Addition	Subtraction	December 31
2023	949	167	155	961
2024	961	151	171	941
2025	941	160	143	958

Source: Processed by Researchers.

Based on employee movement data from 2023–2025, the number of employees at PT. Modern Plasindo Mutiara tends to fluctuate, hovering around 940–960. This indicates that employee turnover is relatively controlled, making effective onboarding a crucial factor in maintaining organizational stability and performance. The application of explicit knowledge helps new employees quickly grasp work standards and safety procedures, while tacit knowledge enables employees to understand actual work practices that are not fully documented.

Analysis shows that integrating explicit knowledge through SOPs, work manuals, and formal documentation with tacit knowledge through mentoring, work demonstrations, and social interactions can accelerate new employee adaptation. The combination of these two forms of knowledge creates a comprehensive learning process and contributes to more effective and sustainable job competency development.

Obstacles Faced in the Application of Tacit and Explicit Knowledge to Support New Employee Adjustment at PT. Modern Plasindo Mutiara

Although both tacit and explicit knowledge have been implemented, the analysis reveals several barriers that impact the effectiveness of the new employee adjustment process. These barriers arise from the different characteristics of the two types of knowledge, with explicit knowledge tending to be rigid and tacit knowledge relying heavily on human interaction (Wujarso & Susilawati, 2022).

In terms of explicit knowledge, the main obstacles include overly technical SOP documents, minimal visualization, and document updates that are inconsistent with field conditions. This situation results in new employees requiring additional explanations and potentially causing confusion between written procedures and actual practice. Meanwhile, in terms of tacit knowledge, obstacles stem more from time constraints among seniors, differences in work styles, a lack of structured sharing forums, and limited documentation of work experience (Judijanto et al., 2025).

Evaluations show that these barriers can slow the adaptation process for new employees and potentially reduce work effectiveness if not managed systematically. Therefore, more structured mentoring, communication, and documentation mechanisms are needed to reduce the knowledge transfer gap.

Efforts to Optimize the Utilization of Tacit and Explicit Knowledge to Support Organizational Sustainability at PT. Modern Plasindo Mutiara

Organizational sustainability is greatly influenced by the company's ability to manage and utilize knowledge as a strategic asset (Aprillia & Fikri, 2025). The analysis shows that optimizing tacit and explicit knowledge at PT. Modern Plasindo Mutiara needs to be done in an integrated manner to ensure a more effective and consistent adaptation process for new employees.

Tacit knowledge is optimized through strengthening mentoring, fostering a culture of experience sharing, and hands-on, hands-on learning. This approach allows for a more systematic transfer of experience, intuition, and work values from senior employees to new employees (Nursalim & Anshori, 2024). Meanwhile, explicit knowledge is enhanced through updating standard operating procedures (SOPs), providing digital work guides, utilizing knowledge management systems, and standardizing formal training programs.

The synergy between tacit and explicit knowledge is key to supporting organizational sustainability. Documenting field experiences, regular evaluations, and strengthening a culture of continuous learning enable organizational knowledge to not only be maintained but also

continuously developed. Thus, optimizing knowledge management at PT. Modern Plasindo Mutiara contributes to improving human resource competency, operational stability, and long-term organizational competitiveness.

Managerial Implications

The design for optimizing tacit and explicit knowledge at PT. Modern Plasindo Mutiara provides important managerial implications for decision-making, HR management, operations, customer satisfaction, and organizational sustainability. The availability of explicit knowledge through SOPs, work guides, and digital systems forms the basis for faster, more consistent, and data-driven decision-making, while the transfer of tacit knowledge through mentoring and experience sharing helps management understand real-world practices, resulting in more accurate and realistic decisions. From an HR perspective, this design accelerates the adaptation of new employees, increases productivity, encourages a culture of continuous learning, and improves employee retention. From an operational perspective, the integration of tacit and explicit knowledge improves work efficiency, minimizes errors, and streamlines coordination between departments. Consequently, product and service quality improves, customer and stakeholder trust is strengthened, and the continuity of organizational knowledge and capabilities is maintained, thus supporting the long-term sustainability of PT. Modern Plasindo Mutiara.

5. CONCLUSION AND RECOMMENDATIONS

Based on the results and discussions described previously, this study concludes that the application of tacit and explicit knowledge in the adjustment of new employees at PT. Modern Plasindo Mutiara is carried out through direct experience, informal guidance, and documentation and SOP support. Tacit knowledge is transferred through interaction, mentoring, and direct observation, while explicit knowledge is transferred through written guidelines, SOPs, and information technology, which synergistically accelerate the adaptation and competency improvement of new employees.

The study also finds that barriers to knowledge implementation are primarily caused by suboptimal documentation systems, mismatched SOPs with field practices, and limited experience-sharing mechanisms. These obstacles include overly technical documents, slow SOP updates, time constraints for senior staff, and the lack of a culture of open communication, which makes the onboarding process for new employees less effective.

Furthermore, knowledge optimization efforts are carried out through strengthening mentoring, developing a culture of experience sharing, updating standard operating procedures

(SOPs), providing digital work guides, and utilizing knowledge management technology. This synergy of tacit and explicit knowledge is a crucial strategy for strengthening new employee adaptation and supporting organizational sustainability.

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